COVID 19 SUB-COMMITTEE - 3 SEPTEMBER 2020

POLICY AND RESOURCES COMMITTEE – 7 SEPTEMBER 2020

PART I – NOT DELEGATED

5. **SERVICE RESTORATION PRIORITIES**
    (CED)

1   Summary

1.1   This report will act as an introduction to the accompanying Service Restoration Priorities document (see appendix 1).

1.2   At its meeting on the 21 July 2020 the Covid-19 sub-committee agreed the priorities 1, 2 & 3 as those to take forward for service restoration (Minute CRSC07/20 refers).

2   Executive Summary

2.1   The purpose of this document is to identify the Council Services that are not currently running due to Covid-19 (or are only part running) and that need to be restored. Each Service has identified aspects of delivery and allocated a priority rating based on the 5 priorities set out below, which were taken to the Covid-19 sub-committee on the 21 July 2020.

2.2   The document has now been summarised further and sets out priorities 1, 2 and 3 and includes which stages the services are in the restoration process. See Appendix 1.

2.3   Services have detailed activity within their service area under 5 priorities, the 3 agreed priorities are now clearly outlined in the service restoration priorities document. Heads of Service have taken into account the statutory and/or the discretionary nature of the service, the impact on vulnerable people in the district, contract commitments, financial impact (both positive and negative) and the reputational impact on the Council.

2.4   This information has been collated to provide a basis for decisions to be taken to put Service Restoration in priority order, so that Council resources can be managed appropriately and decisions made accordingly.

2.5   Officers have reviewed the impact of Covid-19 on the Corporate Framework 2020 and assessed this against the service priorities in appendix 2.

2.6   Services that are currently identified as priority 4 and 5, will come 'on line', later in the Recovery process subject to sub-committee approval.

2.7   **Background**

2.8   Following the outbreak of Covid-19, a number of the Council's services were either stopped or partially stopped as a result of the pandemic and Government advice. In preparation for returning all services to business as usual (BAU) a Service Restoration sub-group was established under the Reset strand to lead on restoring Council services.

2.9   The Reset sub-group have outlined how services will restore services across the Council to business as usual. In order to identify services areas that were a priority, a priority rating of one to five was created with specific criteria for each priority, for

example, if the service was a statutory service and it had an impact on vulnerable people then it was categorised as a Priority 1. Further detail is set out in section 3 below.

2.10   Heads of Service were then asked to detail all aspects of their respective service, including both aspects that had continue to operate throughout the pandemic, service aspects that were not fully operational and any new services established in response to Covid-19 such as the Food Hub. This information was then collated into one master document detailing all activity the Council carries out. Each service aspect was then separated into four sections:

- 5a. Priority 1, 2 & 3 Services that need to be fully restored and are currently not restored
- 5b. Priority 1, 2 & 3 Services that have been restored (including timescale of when restored)
- 5c. Priority 1 and 2 Temporary or New Services running as a Result of Covid-19
- 5d. Priority 1, 2 & 3 Services that have continued to operate during Covid-19 and will need to continue to operate.

Members were then asked to agree the service priorities 1-5 at P&R Covid-19 sub-committee on 21 July 2020, or move a service aspect to a different priority rating as they see fit. Priority 1-3 Services were agreed and members asked for a more concise version of the document to be brought back to the September P&R Covid-19 sub-committee.

2.11   The next stage is to work through the priorities, and identify what staff resource and/or financial resource is required to fully restore that services aspect to business as usual. Where additional resources are required, or individual officers or teams have multiple service aspects to restore, decisions will need to be taken to prioritise some services aspects over others, with the intention that all services will eventually be restored.

3   Objectives

3.1   The following objectives outline how services across the Council will restore their services to full pre-COVID-19 capacity. These will consider how services can establish and implement new and improved ways of working as well as sustaining new services over the short, medium and long term

- To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term
- To cross reference the action plan against the other work streams
- To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders
- To communicate and liaise with the Lead Member and appropriate Lead Members with restoring services
- To communicate with customers and local residents and to update the Customer Experience Strategy to reflect new ways of working

- To identify resources required to enable service restoration within the action plan over the short, medium and long term.

- To work in partnership with key stakeholders to restore services, for example CAB, MIND, Friends of Groups, YMCA and SLM.

4   Priority Levels

4.1   The Service Restoration Priority document has been written by Heads of Service to summarise the services that have continued to operate during the period of Covid 19 lockdown. It also includes those services which now need to be restored, those that have been restored and any new services that have been introduced to help support our communities during this period.

4.2   Services have detailed activity within their service area under 5 priorities set out below. This information has been collated to provide a basis for decisions to be taken to put Service Restoration in priority order, so that Council resources can be managed appropriately.

- **Priority 1**: Statutory Service / Impact on Vulnerable People

- **Priority 2:** Statutory Service / Contract Implications / Significant Financial Impact

- **Priority 3**: Statutory Service (minor impact) / Significant Reputation Impact / Financial Impact

- **Priority 4 and 5**: Discretionary Services if not covered above

Appendix 1 shows the agreed priority 1, 2 and 3.

5   Policy/Budget Reference and Implications

5.1   The recommendations in this report are within the Council's agreed policy.

5.2   There may be budget implications and these are being assessed and reported to the Policy and Resources Committee

6   Financial and Legal Implications

6.1   None specific.

7   Equal Opportunities Implications

7.1   Relevance Test

Has a relevance test been completed for Equality Impact?	No
Did the relevance test conclude a full impact assessment was required?	No

8 Staffing, Environmental, Community Safety, Public Health and Customer Services Centre Implications.

8.1 None specific.

9 Communications and Website Implications

9.1 The website and communications will take place accordingly in line with when services are restored.

10 Risk and Health & Safety Implications

10.1 The Council has agreed its risk management strategy which can be found on the website at http://www.threerivers.gov.uk. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

10.2 The subject of this report is covered by the Corporate Framework. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat terminate, transfer)	Risk Rating (combination of likelihood and impact)
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
Services are not fully or partially restored.	Three Rivers residents do not receive full or partial services following the covid-19 pandemic.	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4

		Low 4	High 8	Very High 12	Very High 16
Remote ← Very Likely ← Likelihood		Low 3	Medium 6	High 9	Very High 12

	Low **2**	**Low** **4**	**Medium** **6**	**High** **8**
	Low **1**	**Low** **2**	**Low** **3**	**Low** **4**
	Impact			
	Low --► **Unacceptable**			

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

11   Recommendation

11.1   That the Covid-19 sub-committee, agrees and recommends the report and appendix 1 Service Restoration Priorities to Policy and Resources Committee for adoption.

Report prepared by:

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Data Quality

Data checked by: Gordon Glenn, Performance and Projects Manager

Data rating:

1	Poor	
2	Sufficient	✔
3	High	

Background Papers – None

APPENDICES / ATTACHMENTS

1. Service Restoration Priorities 1,2 and 3
2. Corporate Framework Impact Assessment