## **Scrutiny Briefing Note**

The Communities Scrutiny Panel have asked to monitor progress on the following issues. This briefing contains the latest position as at 11<sup>th</sup> September 2020.

### Subject: Covid-19 Strategic Recovery Plan – Update Report

- 1.1 At its meeting on 15<sup>th</sup> July 2020, Cabinet considered and approved the Council's local strategic recovery plan.
- 1.2 At the sub-regional level, under the auspices of the Humber Local Resilience Forum (LRF) a Humber recovery co-ordinating group (RCG) has been overseeing sub-regional plans for recovery. At the local level, a recovery task group (RTG) has been formed. Chaired by the Deputy Chief Executive, the group has ably developed the strategic recovery plan, with weekly reports monitoring progress of delivery across the following themes/workstreams, each led by a Director or Assistant Director:
  - Local economy and business support (including a "green" recovery)
  - Adult social care and protection of the vulnerable
  - Children, families and schools
  - Environment and regulatory
  - Community resilience and engagement
  - Financial resilience, reform and renewal (including organisational development)
  - Public health and health protection
  - CCG Union
- 1.3 The attached recovery plan, an iterative document, sets out the approach to recovery, identified risk and areas of focus as the Council and the borough moves through this continued challenging period. The overarching strategic aims are to facilitate and support local economic recovery, support and sustain local community resilience, support the health and care system, maximise digital capability, support workforce wellbeing, remain focused on prevention and effective outbreak management and build as much financial resilience organisation and Borough) as possible.
- 1.4 The RTG has undertaken a weekly review of the recovery plan since it's approval by Cabinet on 15<sup>th</sup> July, with regular reports to the Council's Leadership Team to provide assurances on the pace of recovery progress, whilst identifying controls and further actions to mitigate risk factors. The strength in oversight has been proportionate given the emergency circumstances, and now reporting has moved to weekly thematic oversight at Leadership Team – ensuring the Joint Chief Executive and Directors are fully appraised of the recovery progress.



- 1.5 The Strategic Recovery Plan Update Report provides a current position statement (as at 11<sup>th</sup> September 2020) on the recovery progress achieved, and any issues or potential risks, not only to organisational recovery, but also to recovery of the Borough.
- 1.6 Collaboration, engagement and partnership across the public, private and voluntary sectors remains essential. Such engagement continues via the Development and Growth Board, the Voluntary and Community Sector Alliance and, from a system wide perspective, the Place Board.
- 1.7 The Council's primary strategic objectives of stronger economy and stronger communities remain as relevant as ever. The Recovery Plan has evolved as circumstances have changed and new challenges and opportunities arisen. This is not a plan captured in a tablet of stone, which is particularly relevant given the recently imposed lockdown restrictions. This situation remains volatile and as such the plan and actions are flexible to respond accordingly. As the local economic, social and environmental impact of Covid-19 becomes clearer over time, the Recovery Plan will be regularly reviewed to ensure fitness for purpose, relevance and focus enabling the Council and the Borough to respond to significant challenges as best as reasonably practicable.

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# **Strategic Recovery Plan – Update Report** Date: 11<sup>th</sup> September 2020 - update for Communities Scrutiny Panel

Workstream	Summary of progress – key milestones achieved	<b>Risks/issues</b> to delivery of actions and impact on the borough		PPE risks/is sues	Further actions
Financial Resilience	Individual workstream action plans progressing <b>Finance</b> – Business partners working with SMTs to review budgets and commissioning plans. Focus on next week – establishing budget process for 2021, updating MTFP, and completing Income, Fees and Charges return. Technical accounting opps being explored	Capacity Pace Finance Second wave Political support/buy in	Review of priorities and individual team workplans Programme of decisions/milestones Regular review and monitoring of financial impact, alongside identification and delivery of short/medium/long term actions Team will meet fortnightly		LT to pull together savings opportunities 5/10/15% Impact of latest Govt announcements (fees and charges) P5 monitoring, preparing P05 MHCLG return which will inform refresh of MTFP and opening gap LT discussion required 15/9 to assess development and impact of "options" for saving
	Workforce Covid secure buildings – on track with risk assessments of operational buildings, roll out of CV19 secure return training modules (1133 completed all modules so far) Managing remote teams, remote meetings, working remotely and holding remote				Further Civic trial planned for 24 <sup>th</sup> Sept to enable larger re- opening of the building Review of corporate processes required to deliver sig change programme underway inc capacity to deliver.

Workstream	Summary of progress – key milestones achieved	<b>Risks/issues</b> to delivery of <b>Actions to mi</b> actions and impact on the borough	tigate risks PPE risks/is sues	Further actions
	interviews e-learning modules released. Early warning system for workforce in place for covid cases – linked to risks around second wave Reviewing redeployment arrangements to ensure fit for purpose in the event of a second wave Schools have returned with no major issues ICT On-going review of ICT Strategy – link to new models of working All other actions progressing			Progressing actions inc development of business case linked to PR/Telephony & MS365 E5 licencing Discussion needed re agile kit requirements moving forward – longer term implications/control of requests , links to PR Cyber security – update going to LT 14/07
	Assets Mothballing opps reviewed inc service related use buildings, All other actions are progressing			Workstream action plan progressing inc accelerated PR programme, links to OPE/Union

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	Governance and Decision Making All actions progressing, inc review of scheme of delegation Operating Model Single conversation with VCS via HI, ongoing work with FG. Discovery project taking place relating to Social Isolation which is testing and shaping the role of data and insights. A blueprint for the potential shape of the operating model and a roadmap for next steps is being developed for consideration by Executive Leadership Team late September/early October	Delivery partner FutureGov contracted to end of September. The blueprint and roadmap will be produced by then, need to ensure there is capacity to deliver on an on- going basis. SMT/Management review outcome will influence the shape/requirements of the model and any delay could impact on implementation.	Secondment extended to 31/12/20 for key Change Team member. Additional capacity to be identified.		Progressing. Initial report around standing orders being taken to Full Council next week. Ongoing dialogue with Members around potential governance changes. Union Board terms of reference – amendments agreed in principle, subject to UB ratification. Scheme of delegation dependent upon internal reviews.

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Children Families and Schools	Education provision: The DfE guidance states that all schools are to be fully open from September term 2020 and schools must plan for this.		Risk Assessments have been updated with our Maintained School (via H&S team, LA school org team and Engie), to ensure they have the necessary guidance and support to open fully and safely in September	None identified	
			Communications plan developed and implemented over the summer to give parents assurance that schools are safe places for their children The DCS has undertaken regular		Monitor all guidance released in respect of school arrangements for September 2020 and ongoing.
			communications with schools on guidance and updates		
		Attendance and parents not sending their children to school w/c 1st Sept. As an example, an increase in those young people educated at home (EHE)	The Inclusion team will work closely with school and parents to ensure that an education offer is available and to assess the impact of any EHE and the overall attendance provision		
		Impact of lost education (academically and mental health impacts)	Taouana at chaff bath in tha 1.4		
		The governments expectation is that LA will manage the transport offer (home to	Transport staff both in the LA and within Engie have been working closely together to		

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		school) from September 2020. Due to schools managing pupils returning to school on a staggered basis, there could be a shortage of transport	ensure there is enough transport provision, early indications are positive and children are accessing transport and school		
		That there will not be enough public transport available (strategically managed via Engie)	Grant funding has been accessed via the Department for Transport to assist with any additional transport requirements, both operationally and strategically.		
			Link adviser role established for September to pick up any emerging issues		
			Daily calls now in place with the DfE to monitor schools opening , pupil attendance and to help and support the LA		
	Social care: Front Door – additional administration is in place, Staff workforce slight increase in demand in MASH but the rate of referral and contacts is comparable to what it was last	Unknown demand Rise in Domestic Abuse Hidden Harm Food poverty All remain an issue	We have 2 agency SW and 3 Project teams – 2 are here until Dec 2020 while we launch permanent recruitment - The remaining Project team is working on reduction of CLA and	None identified	Preparation for Ofsted visit assurance – and we have 2 days 28th 29th sept with DFE inspection planned Threshold criteria was signed off by SCP on 30th July and is

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	year. Referral source mainly police or community led schools return so workload is being managed. Links to school clusters by the EH hubs will roll out Refocus the Safe Families offer to include those children subject to CP Plan as part of our overall reduction strategy - this has impacted on reduction of CP now losing 19 children in last month to CIN		discharge and funded by Transformation Refocussing the Early Help service to reduce escalation into CSC - this is now in place and will be reviewed for impact Rolled out school offer regarding early help - this will continue Using the 2 Family Hubs to see vulnerable children and this will increase to 4 in Sept 2020		currently communicated to partners on website, webinars and in particular targeted school workshops to help control demand in the system.
	Safer: Community Safety Partnership arrangements working effectively -	Potential increase in crime/ASB	Executive meetings now returned to quarterly. Town Centre Group in place, Modern Slavery & Prevent meetings taking place. ASB Team responding to ongoing issues of concern. Night Safe Marshalls introduced into Cleethorpes at weekends for a 3 month period until the end of October.	PPE and RAs in	Wider review of Family

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	Family Contact Service now providing a phased roll out of Face to Face Contact.	Wider expectation to increase Face to Face sessions with limited safe venue space available currently.	Work ongoing to identify a wider range of venues to facilitate family contact. Telephone and virtual contact remains in place.	None identified	Ongoing BAU
	Youth Offending Service and Street Based Team – continuing to provide support to Young offenders and respond to ASB and safeguarding concerns via intelligence led targeted patrols.	Potential increase in crime/ASB	Service continuing to respond to issues of concern, linking up with Humberside Police and wider Children's Social Care		
	Skills: Virtual support in place from the National Careers Service, YPSS team, partnership with admissions at FE colleges to support transition.		Partnership work with DWP to aid recovery. Employability Wide Forum (wider training provision) SSOW now in place for home visits and face to face work Prioritise collaborative approach to the unemployment situation via multi representative taskforce	of masks and other cleaning products received at the skills hub	Ongoing delivery of services with a move to eventual face to face delivery as per guidance.

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	Childrens Health Provision: School based immunisation recovery plan implemented from June – August.	There are still some children outstanding that did not attend the sessions.	Sessions will be delivered in Schools in January to catch this	place for all	Contingency plan in place should schools close due to COVID, utilising a drive through or community venue model.
	Influenza immunisation plan is in place to deliver in schools from September (Reception to Year 7).	vaccinations to take place on site. Removal of paper-based consent forms Staff capacity Poor uptake of vaccine across the borough	75% of schools now have sessions booked, other schools to be contacted by 14th September, any issues to be escalated to Head of Service). Electronic consent is going live on 14th September. Further recruitment of immunisation nurses is taking place and training of Health Visitors. Social media campaign to promote Influenza immunisations for children, schools also promoting via their own channels. Letters have been sent to all eligible families.		
	Phase 2 implementation of the Healthy Child Programme recovery plan is in place.	Under identification of child development due to ceasing	Home visiting has resumed by Health Visitors. Recovery plan details how the Healthy Child Programme contacts will be reintroduced. Working alongside Locality Leads for Early Years to review delivery model of universal 10 and 24 month contacts.		

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		Healthy Child Programme contacts. Under identification of vision	Health Visitors undertaking heights and weights at core contacts or when clinically indicated as opposed to universal baby clinics. Communication to be sent to all parents/teachers of Year 1 children with advice about vision and who to contact if they have concerns as they have missed screening.		
	Women and Children's CCG: Phase 2 of NHS response to Covid currently being implemented across Womens and Childrens health services including: Maternity Paediatrics Complex Care EOL CYP Mental Health services Key milestone achieved: Approval to direct award the expansion of the Mental Health Support Team contract to Compass the incumbent Provider for wave 2. Full coverage of all educational settings to begin mobilising in Q4.	wellbeing services for C&YP and their families Reduction in paediatric bed base due to change to PAU	Childrens Health Covid oversight, risk and escalation meetings in place All services have detailed risk and business continuity plans F2F contacts with PPE in place based on risk assessments MHST roll out to be phased across all schools 24/7 crisis line – all age	None	Continue to mobilise in line with NHSE guidance Further Action: Recruitment of additional workforce/engagement with schools in Q2 and Q3 to further roll out project Continuation of 24/7 crisis line Paediatric Transformation – pathway development work to reduce hospital demand

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Care and Protection of the Vulnerable	sustainability funding going to cabinet on 5 <sup>th</sup> August Preliminary letters re second round of infection control fund have been sent out; Second round of provider sustainability measures agreed by cabinet; Delivery of first round sustainability monies concluded Enhanced budget and activity monitoring Preparation of detailed spec for intermediate care facility underway and negotiations on pricing	money appropriately and there is a clawback of funding/enhanced risk of infection Provider failure prevents flow through the health and care system, reduced availability of community services leading to increased mortality; Wider caring community needs to be reached with appropriate advice, information and support to prevent/reduce the spread	Situation reporting and performance reporting data to inform actions Routine market intelligence process is in place Weekly contact between contract officers and providers is taking place Weekly communications bulletin out to providers on all aspects of ASC support Primary care support in place Multidisciplinary team meetings with care homes to proactively plan for infection	be picked up on capacity tracker and we have continge nt supply	Second round of infection control funding allocated; residual amount to pay out Infection control return satisfactorily completed with minimal risk of claw back Provider sustainability offer to be made to providers; including out of area payments; Clear backlog of fee uplifts Enhanced nursing offer to deliver support to care homes Budget planning and savings opportunities to be reconsidered
	Care home testing approach agreed and intelligence re outbreaks working well and		set up for ASC		Finalise noms agreement and joint venture signed for ECH;

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	reported to portfolio holder weekly; ECH risk mitigations part completed re noms agremeent	going costs of COVID; increased loss of income from clients exacerbates the issues ECH risk re first fill and overall demand			Commence detailed planning for next ECH scheme; First fill of Burchester court
Economy and Business Support	temporary suspended work in place. -Engaging started with LEP's on any needed changes to agreed spend profiles as well as new priorities post COVID-19.	to be helping business /	Processing remaining non- discretionary grant scheme Collating further business and consumer intelligence by way of survey and process in place for electronic consultations. Action plan in place for reopening High Streets with funding.	None identified	Completion of Masterplan and Investment Plan for Stronger Towns Fund Continue work with partners to take projects to development phase. Start community engagement on several projects as lockdown eases.

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	Scenario Planning with D&G on key sectors in 9 months and 2-3 years. Data gathering complete on labour force and impact on 16-24 year olds. Future High Street Funds Bid submitted Stronger Towns Fund Masterplan progressed.		Marketing arrangements in place for SHIIP. Regular partnership meetings with LEPs and other external funders. Project in place to de-risk council owned housing delivery sites. Revised approach to night shelters and temporary		Continue to engage Sport England approval of the revised Playing Pitch Strategy Develop an Accommodation Strategy for NELC Adapting to new LEP arrangements
			accommodation.		
Environment and Regulatory	-Front line services have fully returned to delivering business as usual with added precautions in place	_	-Risk assessments in place and additional staff support provided. -Joint working with Public	Nil	-Review precautions in open space including Cleethorpes once schools are returning -Increased partnership
	enforcement options.	duties. -Some enforcement activities still challenging due to distancing requirements. -Enforcement powers	Health and Humberside Police. -Operational plan for additional staffing to support outbreak control plan		working with Freshney place and Humberside police around face mask requirements.
	security in businesses and	available for business COVID breaches may not meet public expectations.			-Review impact of government announcement

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	1400 businesses receiving	-Implementation of local lock	-Weekly national strategic EU		around Covid Marshalls and
	visits to date.	down powers would be	exit group and local planning in		enforcement
		resource intensive if required.	progress.		
	-Precautions maintained to	The need for delivering both			
	ensure safe opening of High	COVID recovery work and EU	-Production and distribution of		
	Streets and high foot fall public		business-focussed Covid advice		
		starting to place excessive	booklet to 5,500 local businesses		
		pressure on skilled officer			
	-Improved hand hygiene	groups.			
	installed in Cleethorpes resort	groups.			
	installed in cleetholpes resort				
Community	Service issues progressing	Food - uncertain	Recovery group convened with	Nil	Monitor hardship grant take
Resilience and	well.	demand	relevant officers - meets weekly.		up.
Engagement		Hardship - economic impact	Food Hub temporarily relocated		Food store to be distributed
	green. Communities:	uncertain Suspension of evictions and	Letters and contact calls to households in receipt of national		into the community. Locality assessment and
	Consolidation of vulnerable	face to face bailiff activity	food deliveries.		revision to Community Asset
	data* Food hub exit plan	deferred from 23/8	Food coordinator recruited.		Transfer process.
	Hardship fund	Shielded/isolation	Hardship funding – allocation of		Faith/ BAME / VCS webinar
	Food coordinator		230k received and VCS		engagement.
	Community Hub/ Simply		engaged.		Establish VCS sustainability
	Connect Volunteering sustainability*		Business grants paid to VCS organisations.		fund. Contingency planning for
	Themed community		Financial hardship and wellbeing		future shielding arrangements.
	engagement		leaflet issued August 2020		· · · · · · · · · · · · · · · · · · ·
	Build community organiser/		Covid stewards in place via ERA		Production and distribution of
	asset base		Data and intel – sector and other		first of 4/5 community advice
	VCS and community IT enablement and infrastructure*		orgs engaged, signposting		booklets delivered to all households in NEL.
	enaplement and infrastructure"		information updated and on SSNEL website.		
	Majority of actions progressing				
	well – most green some				
	amber*.				

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Health CCG	conclude phase 3 planning by the end of October. Finalisation of finance plan for	Focus on acute / MH to date – need to ensure plan is balanced across all sectors.	System working to maximise use of available resource. NEL representation on Humber Planning Team Humber Oversight Management Board key		
Public Health	service (Substance misuse / Sexual Health / Wellbeing Service) all continue to provide targeted intervention to the most vulnerable, including virtual service delivery and are starting to provide more face-to-face. All are continuing to adapt operating procedures based on the knowledge they have gained during	the public health team, particularly at the PH consultant level, within Public Health intelligence and within the Wellbeing Service. Inability to fully deliver against the commissioning template, including statutory responsibilities. Inability to provide full-services delivery for front line services (Sexual Health/Substance Misuse / Wellbeing Service) Contractual issues res	Re-negotiate timescales for all key projects and continue monitoring the progress of the wider PH agenda through the Public Health Project Log Await NHS / PHE guidance on full-	st of PPE for all PH front-line services (Substanc e Misuse, Sexual Health and the Wellbeing Service). Some PH programm es within the	identified in Outbreak Control Plan. Business case to increase the capacity within IT to push forward the development work required for the LiveWell NEL Website. Vacant wellbeing service posts to be filled.

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	adherence to social distancing guidelines, masks, etc. GPiP are commencing the new alcohol element of the service week beginning 10th August 2020, in a COVID-19 restricted way. The Carers Centre will be opening in September for appointment only face to face work – this will include those who are supported by the specialist SM worker.	availability and accessibility of testing and PPE for all staff and increases in service demand. Changes to health needs and health inequalities due to COVID, including changes in lifestyles and behaviours, eg increased alcohol/substance use, smoking, obesity, low level mental health issues etc – potential to overwhelm PH services, including the wellbeing service Sub-optimal uptake of immunisation and vaccination programmes.	Continue contract meetings Identification of health needs through the rapid Health Needs Impact Assessment Continue to monitor uptake of vaccinations and immunisations and develop strategies to increase uptake where needed, through the Screening and Immunisation Oversight Group	ning template will also require PPE once they recover, e g the over-	Business case for recruiting to additional wellbeing surge capacity in response to potential increased demand on the Wellbeing Service and Thrive. The main shielding patient list will continue to be received and maintained ready for use in any future local or national lockdown.

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	Plans being developed on Smoking Cessation support to in- patients. Any inpatient that smokes will be referred to the wellbeing service for stop smoking support.				
	Modelling of the expected increase in referrals for the wellbeing service has been completed.				
	Some GPs have started to complete NHS Health checks and the outreach programme in the East Marsh is being restarted.				
	PH Intelligence continues to centre on COVID work, including the rapid health needs assessment. Since lockdown, the				
	weekly COVID-19 epidemiology summary for NEL has continued to be produced, which includes a public health update, national and				
	local positive test figures, hospital and care home figures, and the number of deaths.A COVID-19 recovery intelligence briefing is				
	being drafted by the CSSU and PH team and will be ready for comment shortly.				
	All PH programmes within the commissioning template continue to be monitored through the PH processes. Timescales / risks for				

	Summary of progress – key milestones achieved	2	PPE risks/is sues	Further actions
	each programme have been reviewed as part of this process.			