

**GLOUCESTERSHIRE COUNTY COUNCIL  
COVID-19 RESPONSE & APPROACH TO RECOVERY**

<b>Cabinet Date</b>	17 June 2020
<b>Leader of the Council</b>	Cllr Mark Hawthorne
<b>Key Decision</b>	No
<b>Background Documents</b>	Not Applicable
<b>Location/Contact for inspection of Background Documents</b>	Not Applicable
<b>Main Consultees</b>	CLT Directors Lead Cabinet Members
<b>Planned Dates</b>	Cabinet meeting 17 <sup>th</sup> June 2020
<b>Divisional Councillors</b>	All Councillors
<b>Officer</b>	Steve Mawson Executive Director of Corporate Resources <a href="mailto:Steve.mawson@gloucestershire.gov.uk">Steve.mawson@gloucestershire.gov.uk</a>  Jennifer Taylor Lead Commissioner (Public Health) <a href="mailto:Jennifer.taylor@gloucestershire.gov.uk">Jennifer.taylor@gloucestershire.gov.uk</a>
<b>Purpose of Report</b>	To inform Cabinet of the response to Covid-19, and the preparation for Recovery.
<b>Recommendations</b>	To note the report and the actions currently being undertaken in response to Covid-19. This report include includes:  1. An overview of the role of the Council in responding to the Covid-19 pandemic and lockdown restrictions  2. A summary of the services that have stopped or reduced across the Council  3. An outline of the initial recovery phase for the Council.
<b>Reasons for recommendations</b>	There has been an immense amount of work undertaken during the response phase to Covid-19, it is now important to focus on the Recovery phase of this

	emergency. This report is aimed at giving an overview of Council's role in response but also at setting out early plans for the Recovery phase.
<b>Resource Implications</b>	The council has currently received £27.7m for the implications of dealing with Covid 19. Regular monthly financial monitoring is being undertaken to review the costs incurred and the impact of revised activity. The council is also completing regular DELTA returns to MHCLG to inform them about the expected spend for the rest of the financial year.

## Executive Summary

- a) This report sets out the substantial efforts of Gloucestershire County Council (GCC) in responding to the Covid-19 pandemic and the implications of the lockdown restrictions introduced by Government in March.
- b) Whilst this response has been far-reaching, a key priority has been to ensure that those most vulnerable are protected and supported. This has included direct financial and other support for care homes (set out in detail in Sections 2.1, 2.3 and 3.9):
  - Supplier relief funding – a payment made to all care providers for six months, equivalent to 10% of monthly fees, to support additional Covid-19 related expenditure
  - The provision of adequate stock levels of PPE and training in its safe and effective use
  - A care home outreach offer provided by GFRS to improve access to testing, including direct delivery of testing kits to care homes
  - A fast track carers recruitment service for all care providers, including care homes
  - The allocation of Gloucestershire's £7m Adult Social Care Infection Control Fund to care homes to stop the spread of infection.
- c) GCC's response has also included local leadership of partnership efforts to house those who are homeless or rough sleeping – a total of 346 people over the lockdown period. Those housed have received support with food and medication as well as with drug and alcohol, mental health and other welfare needs. (See Section 2.7)
- d) GCC is currently incurring additional expenditure of approximately £3.4m per month. The expected impact on the Council could rise to £53m, with approximately 63% of the total expected in Adult Social Care. To date, the Council has received information that we will be allocated £27.7m additional funding for the Covid-19 response. GCC has also received an additional £7m from the ringfenced national grant of £600m for Adult Social Care Infection Control – to be paid directly to providers – and will receive a proportion of the £300m ring fenced grant for dealing with test and trace (see Section 3.9).
- e) Whilst still working in the response phase, GCC is now planning for the restart phase of a range of services and for longer term recovery. All parts of GCC are preparing service reinstatement plans, in line with the three steps set out in the Government's Recovery Strategy. A summary of these plans is included in Appendices B and C, with directorate overviews included in the main body of the report at Section 3.
- f) A key element of the restart and recovery phases has been to support the use of walking and cycling as lockdown restrictions are eased. Pop-up schemes are being trialled in Cheltenham, Tewkesbury, Gloucester and Bourton-on-the-Water, with further initiatives being developed in partnership with district councils (see Paragraph 3.6.2).
- g) Finally, the report highlights a number of key challenges and opportunities for the longer term recovery of GCC services and for the county as a whole, including its economic

recovery. Economic recovery is being discussed with all partners, including district, the county councils and the LEP. GCC is working with partners and has assisted to present to the Economic Growth Joint Committee to take an overview of the shared medium to long term strategy for the county (See Appendix D).

## **Background**

1.1 The first confirmed case of Covid-19 was reported in Gloucestershire on 29 February 2020. In the early stages of the pandemic, Gloucestershire County Council (GCC) 'stood up' its Gold strategic) Group to lead the Council's response. GCC Gold Group is chaired by the Director of Public Health, consists of the Corporate Leadership Team of the Council and throughout the response phase has regularly reported to the Leader and Lead Cabinet Members. The Council's command and control structure has developed as its response to the pandemic has progressed, with tactical and operational levels and workstreams set up as required.

1.2 On 16<sup>th</sup> March, the Prime Minister advised everyone in the UK against "non-essential" travel and contact with others, as well as to work from home if possible and avoid visiting social venues such as pubs, clubs or theatres. At this stage, GCC advised all staff who could, to work from home as soon as possible.

1.3 All UK schools closed on 20<sup>th</sup> March, except for the children of key workers and vulnerable children and young people, such as those known to statutory social care and those with an Education Health and Care Plan.

1.4 On 23<sup>rd</sup> March, the Prime Minister announced a UK-wide partial lockdown, requiring people to stay at home except for four reasons: shopping for basic necessities; for one form of exercise a day; for any medical need; and to travel to and from work when absolutely necessary. This step led to a number of changes to GCC services and functions, including the closure or step down of some.

1.5 This paper sets out GCC's response to the pandemic to date and includes a summary of outline plans for the initial recovery phase, including the reinstatement of services that have stopped or closed as a result of lockdown restrictions, and some of the key issues and opportunities for long term recovery.

1.6 From the beginning of GCC's response, the focus of the Council has been to protect life, maintain critical public and support services, safeguard vulnerable adults and children, support the health and wellbeing of employees and partner/contractor key workers, promote and support community and business resilience and provide clear and consistent public information.

1.7 Officers are working to four stages, which are likely to overlap and, in some cases, run concurrently:

- Respond
- Restart
- Recover
- Reimagine.

1.8 Note: the current situation is a rapidly changing one. The information in this report is correct at the time of publication but some details may change, e.g. in response to the release of new government guidance.

## The GCC Response

### 2.1 Adult Services

- **Working 7 days a week from Critical Response Hubs and supporting discharge planning from hospital**
- **1.7m items of PPE provided to care homes and other care providers**
- **10% uplift paid to care providers for up to six months (£1.3m to date)**
- **£7m Adult Social Care Infection Control Fund being paid directly to care homes**
- **Training offer for care homes on infection prevention and control and the correct use of PPE**
- **Community Help Hub set up and over 10,000 outbound calls made to shielded cohort**
- **Fast track recruitment programme for care workers launched**

2.1.1 Given the vulnerable nature of their service users, very few Adult Services have stopped during the response phase, although many have been adjusted to manage risk to service users and staff and several have increased activity.

2.1.2 Adult social care (ASC) has played a key role in supporting discharges from hospital, with ASC Hospital Social Work teams providing an outreach hospital discharge service as assessment of need takes place outside of the acute hospitals. The Integrated Brokerage team has operated on a 7 day a week, 8am-8pm basis, playing a central role in facilitating 3 hour discharge planning from acute hospitals, coordinating the response phase and communicating with care providers, including on the provision of PPE, testing, advice and information (see Paragraphs 2.1.7 – 2.1.9).

2.1.3 ASC Social Work (Locality) teams have formed three Critical Response Hubs, operating 7 days a week, 8am-8pm to support COVID-19 legislation for hospital discharges and manage adult referrals. ASC staff members not working in the hubs have worked from home to ensure that GCC's Care Act statutory duties are fulfilled.

2.1.4 The Adults Helpdesk has provided a key role with extended operating hours 7 days a week, setting up and establishing the new Community Help Hub which has provided or signposted to essential support for vulnerable people, working closely with District Councils and also receiving calls passed on from the national helpline. Out of hours, the Emergency Duty Team is available for urgent contact. To date, the Adult Helpdesk has also made well in excess of 10,000 outbound calls to the shielded cohort lists received from Government and NHS. This number continues to grow as people have been added to the shielded cohort during the lockdown period. The Community Meals service has increased its provision to provide an additional hot meal service to homeless people currently staying at local hotels.

2.1.5 Whilst in-house day centres have not been proactively closed, there has been no demand from service users and all but Oakley Learning Disability day service has closed. This included Learning Disability (LD) drop in centres that operate out of libraries. Cathedral View

LD Respite unit remains open to provide emergency respite if needed, while the other two respite units were closed. ASC staff members are undertaking welfare checks of individuals that would normally attend day and respite care services. Great Western Court which provides a bed based reablement service increased its bed capacity in order to respond to increased demand, especially from carer breakdown and Wheatridge Court has remained operational throughout.

2.1.6 GIS (Healthcare) provides the Integrated Community Equipment Service and increased operational hours to cover 7 days a week 8 am to 6 pm. This has enabled ASC to quickly respond to hospital discharge arrangements in bed based and community settings. Blue Badge Service and Financial Assessments have continued throughout, undertaking assessments by telephone contact.

2.1.7 GCC has also played a significant role in supporting the county's care homes and the independent provider sector for health and social care. As of 3 June, 969,258 items of PPE had been issued by GCC to older people's care homes. There has been a significant additional amount of PPE issued across home care, supported living, extra care providers, other providers such as transport, as well as individuals with direct payments / personal budgets: 754,370 items up to 3rd June giving a total 1,723,628 items of PPE. GCC and the CCG have also rolled out an additional training offer for care homes in Gloucestershire covering infection prevention and control and the correct use of PPE. To date 81% care homes have taken up the training offer (58% undertaking face to face training, 23% undertaking training through virtual training). The 19% that declined, mainly with the aim of minimising footfall within the home, were directed to the NHSE training webinars. ASC has worked with the Fire Service to proactively coordinate and support testing for staff and residents (see Paragraph 2.3.1).

2.1.8 GCC paid community and bed based care providers with whom we contract a 10% per month uplift on their usual contract rates during the period 1 April to 31 May 2020, in order to provide them with short term financial support to meet additional costs due to COVID-19 and secure market capacity. This has now been extended to six months of uplift payments for care providers in recognition of the ongoing challenges. This payment is in addition to the agreed inflationary increase of 3.58% for care homes. The Brokerage team has also developed a robust reporting process for care homes to monitor the ongoing situation across the county. This supports the Gloucestershire allocation of the Adult Social Care Infection Control Fund (part of the £600m announced by Government to be passed to care homes – see Paragraph 3.9.4).

2.1.9 The Proud to Care team launched a fast track recruitment programme to help care providers fill a number of flexible, temporary and permanent paid roles and allowing successful applicants to make a difference to someone's life in a matter of days. Applications for the Proud to Care fast track recruitment process opened on the afternoon of 1 April; by 3 June, there were 60 applications from across the county and 25 successful candidates deployed to their new employer.

## 2.2 Children's Services

- **Sustained contact with vulnerable children and families – including face-to-face where safe and essential**
- **Sustained – and in some aspects improved – performance for visits during April**

- **Child protection conferences, child in care reviews, foster carer and adopter assessment and court work continuing on a virtual basis**
- **Schools and early years provision for the children of key workers, those in contact with statutory social care or with an Education Health & Care Plan**
- **Emergency Living Fund established to help people who are in financial hardship because of the pandemic**

2.2.1 Children's Services leadership has implemented Bronze (virtual) meetings three times per week to ensure a co-ordinated approach towards service provision, taking account of central government direction as appropriate. The extensive use virtual conference facilities has enabled localities and service areas to function remotely wherever appropriate to do so, with the minimum staff presence on site, whilst sustaining contact with vulnerable children and families. Regular briefing notes ensure practitioners and managers are clear about practice expectations in light of the operational adjustments that are required.

2.2.2 MASH remains the single point of contact for new child safeguarding concerns, working on a dispersed model. Visits to children are continuing using a variety of means ranging from direct face to face (when risk assessed to be safe and essential), to indirect and remote through the use of digital solutions, such as Facetime and Skype, as well as email and telephone contact. Recording arrangements enable GCC to understand how 'visits' and contact with children have been completed. Initial April data for visits show that performance has been sustained and in some aspects improved, with good levels of face to face contact.

2.2.3 Child protection conferences, child in care reviews, foster carer and adopter assessment and court work are continuing on a virtual basis, using a variety of digital/technological means to ensure children and families are able to participate. The commissioning team is supporting independent providers to continue caring for our children in care. Children's Services has written to existing services users to reassure parents/carers and care leavers about GCC's continuing support.

2.2.4 Schools and early years provision is continuing for the children of key workers, those in contact with statutory social care or with an Education Health & Care Plan. Education and social care managers are working closely with schools to monitor the take up of the education and early years offer by vulnerable children and take action as appropriate to support their attendance. A GCC-wide vulnerable children and families cell has been established to ensure children and families are not missed. Children's Services have worked with colleagues across the Council to extend the existing Welfare Support Scheme to create a new Emergency Living Fund to help people who are in financial hardship because of the pandemic.

2.2.5 As with social care provision, the wider range of education support services such as education psychologists, advisory teachers and virtual school are operating on a virtual basis. The operating arrangements for Admissions Appeals and SEN provision also reflect revised central government guidance and flexibilities to ensure processes can be sustained.

## **2.3 Community Safety**

- **Key role in the pandemic response: coordinating PPE storage and distribution, delivering testing kits to care homes and providing training on PPE use, staffing the mobile testing unit and providing additional ambulance crew**

- **Prioritising Safe & Well visits to those at highest risk from fire and other emergencies**
- **Fees waived for Trading Standards advice to businesses**
- **Support to vulnerable adults identified as susceptible to scams**

2.3.1 GFRS has played a key role in the response to the Covid-19 pandemic and lockdown restrictions. This has included:

- support for PPE logistics activity, including the utilisation of community fire stations for storage and distribution;
- coordination and staffing of the mobile testing unit at Oxstalls, in partnership with military colleagues;
- providing additional ambulance crew to SWASFT;
- delivering and collecting Covid-19 testing kits to care homes across the county and supporting the testing of vulnerable people within the community who can't be accommodated in a care home until they have been screened for the virus. This has included showing care home workers how to correctly don their PPE whilst caring for and treating the residents in care homes;
- deployments to support the temporary chapel of rest that has reduced the pressure upon the county's hospitals.

2.3.2 Safe & Well visits have been reduced but continue to be carried out for those considered at highest risk from fires and other emergencies. Desktop fire audit activity is being carried out and some visits to higher risk premises have been reinstated using appropriate risk assessment. Emergency response by GFRS has of course continued, with the staffing of operational appliances adapted to a minimum of 4 instead of 5 for an interim period, to reduce the risk of contamination between different stations.

2.3.3 Trading Standards continues to provide a response to complaints and breaches of legislation where risk of physical harm is identified and animal health and welfare work. These are being managed remotely where possible but face to face visits are carried out where the potential risk from the breach necessitates a visit and safety measures can be in place. Business enquiries have increased, as has enforcement activity specifically in relation to Coronavirus Business Closure regulations and support to vulnerable adults previously identified as susceptible to scams.

2.3.4 Coronial inquests are continuing where no family, witnesses or others are scheduled to attend. This leaves only the Senior Coroner and a Coroner's Officer in the court to maintain social distancing.

## **2.4 Corporate Resources**

- **Enabled rapid rollout of home working (around 54% of staff) and virtual delivery of a range of Council services and functions, including Council meetings**
- **Ensuring Council buildings are safe for those who cannot work from home**
- **Supporting the mental health and wellbeing of staff**
- **Keeping staff, members and the public informed through extensive communications activities, including key campaigns on domestic abuse, mental wellbeing and safeguarding**



- **A £300,000 Community Resilience Fund allocated to district councils to support voluntary and community sector groups in their areas**

2.4.1 Many Corporate Resources teams continue to provide business as usual support, with many staff members working from home. This includes HR, Finance, Audit, Risk & Assurance, Information Management, Legal and Planning, Performance & Change. Most teams are also responding to the specific demands of the response to Covid-19, including supporting with urgent decisions and purchasing / contractual work, emergency expenditure, trade union liaison, occupational health, information governance advice and data analysis.

2.4.2 The ICT team has supported the rapid rollout of home working, including the installation of Jabber to enable video conferencing and Webex to support virtual Council meetings. This has supported up to 54% of the GCC workforce to work from home. The team has also deployed large quantities of ICT equipment to support safe and accessible home working and provided significant support to critical users.

2.4.3 The Asset Management and Property Services (AMPS) team has been focusing on supporting GCC's response, including by ensuring that council buildings are safe and in line with Government guidance for GCC staff who cannot work from home. They are also procuring and coordinating the deployment of GCC stocks of PPE. The Safety, Health and Environment (SHE) team continues to provide advice, including supporting HR with Covid-19 risk assessment activity. HR has worked alongside the Communications team to ensure staff members have been kept informed and supported, particularly in relation to their health and wellbeing, and managers have had up to date information on HR policy and how to support staff in their changed roles, including those working from home.

2.4.4 The Communications team quickly shifted their work to focus on the Covid-19 response, including managing interviews, briefing press, and developing social media and video content to communicate rapidly changing government messages on Covid-19. Individual localised campaigns have been promoted on wellbeing, safeguarding, support from the community help hub, mental health, Proud to Care and domestic abuse. The team led on a campaign called 'This is' which gained support from many Local Resilience Forum (LRF) partners. This work has raised the profile of public sector staff and the work they are doing to support communities during the pandemic, either in their usual roles or in their redeployment.

2.4.5 The Communications team developed the enquiry system for the Community Help Hub and assisted in the data processing so that communities could be supported as quickly as possible. The Strategic Planning, Performance & Change team processed and matched data on individuals in the shielded cohort, those known to adult social care and people contacting the Community Help Hub and provided the information to district councils on a daily basis to ensure residents could have rapid access to support in their local community. A £300,000 Community Resilience Fund was allocated to district councils by GCC (£50,000 per district council) to support voluntary and community sector groups in their areas. In some case this was combined with district councils' own additional funding.

2.4.6 Democratic Services Unit (DSU) has continued to provide support to elected members throughout the response phase. All Council meetings were cancelled on 16 March due to the lockdown restrictions. However, on 6 April, Government published its first set of regulations to enable local authority meetings to be held remotely. DSU and ICT have been working together to enable virtual Council meetings and member and public Q&A sessions to take place using

video conferencing facilities. This approach has also been used to host a virtual school appeals session on 20 May.

2.4.7 Although the Heritage Hub and Archives closed on 19 March, some critical conservation activity has continued where possible.

## **2.5 Economy, Environment and Infrastructure**

- **Continued highways maintenance during lower traffic levels**
- **HRC workers redeployed to support waste and recycling collection by districts and booking system and other measures introduced to allow reopening of HRCs**
- **Free bus travel for NHS workers and parking near acute hospitals free for workers and parking enforcement relaxed**
- **£100,000 additional investment in community transport**
- **Service adapted to register deaths by phone**
- **Significant increase in use of digital library services**

2.5.1 Although some highways activities have reduced as a result of the response phase and lockdown restrictions, the reduced traffic on the roads has enabled reactive highways maintenance activity to continue with minimum disruption to road users. The Public Rights of Way (PROW) team has also seen an increase in activity due to the increased interest in accessing open spaces and differing interpretations of lockdown restrictions.

2.5.2 After GCC-run Household Recycling Centres (HRCs) closed to the public in response to the lockdown restrictions, HRC workers were redeployed to support the ongoing collection of waste and recycling by district councils, where the workforce was affected by absence due to self-isolation, illness or caring responsibilities. The Javelin Park Energy from Waste facility has remained operational, with measures in place to ensure social distancing can be maintained.

2.5.3 The Strategic Infrastructure team has seen only minor impact on its activity, with most business as usual continuing with staff working from home where possible. For the Planning (Development Management) team, site visits and enforcement visits have been restricted. However, Planning Committee in May was able to take place 'virtually'. The Economic Development & Strategic Planning team has been working proactively with GFirst LEP to identify the needs of local businesses and support plans for economic response and recovery activity. Adult Education has been delivered online since 27 April where possible.

2.5.4 Public transport providers have scaled back journeys following a drop in demand due to lockdown restrictions. However, the Community Infrastructure team has worked with them to prioritise core bus services that provide access to work and essential health and shopping facilities. The team has also negotiated free bus travel for NHS workers and free parking at Gloucester Railway Station and on-street in Cheltenham for hospital staff and has worked with Great Western Railway to ensure reduced train services align with hospital shifts. GCC also provided £100,000 of additional funding to community transport providers and has continued to pay contractors to support them to remain sustainable where income has reduced. Parking in town centres decreased by over 90% but residential parking pressures increased as more people stayed at home. Enforcement patrols were reduced by 75% and have focused on safety hazards and maintaining access.

2.5.5 Although Gloucestershire's libraries closed on 23 March, in response to the lockdown restrictions, the use of digital services, such as eBooks, eMagazines and eAudiobooks, has significantly increased during this time.

2.5.6 The Registrations team has been managing the increase in death registrations which, following an amendment to regulations, are being undertaken by telephone.

## **2.6 Prevention, Wellbeing & Communities (including Public Health)**

- **Leadership of the public health response to Covid-19, including infection control advice and 7 day Incident Control Centre cover**
- **Commissioned additional mental health and wellbeing services for adults, children and young people and mental health training for volunteers**
- **Supported the housing of 346 rough sleepers and homeless people and wrap around support**
- **Led system-wide activity to secure additional testing capacity for Gloucestershire**
- **Maintained critical services for vulnerable people, including domestic abuse, drug and alcohol treatment, sexual health and housing support**

2.6.1 The Director of Public Health has led GCC's response to COVID-19 as well as that of the LRF, by chairing the Strategic Coordinating Group (SCG). Incorporating the Public Health team, Prevention, Wellbeing & Communities (PWC) has led the public health response to the Covid-19 pandemic. During the response phase, the team has provided direct public health and infection control advice to partner organisations, elected members and the public, covering an Incident Control Centre on a 7-day rota basis. This has included support to Adult & Children's Services on interpreting national PPE guidance, coordination of GCC/contractor key worker testing and support to the Brokerage team on GCC input to care homes (see Paragraphs 2.1.7 – 2.1.9).

2.6.2 The team has also provided significant input to the response phase at both GCC and Local Resilience Forum (LRF) level. Officers from PWC have led multi-agency activity on behalf of the LRF on:

- Mental health and wellbeing, including the commissioning of additional services for adults, children and young people and training for volunteers;
- Homelessness and rough sleeping, supporting district councils to house all rough sleepers and coordinating support for those with the most complex needs (see Paragraphs 2.7.1 – 2.7.4);
- Testing, including regional negotiations to secure an additional testing site in Gloucestershire, reducing the need for residents to travel out of county
- Intelligence, coordinating the gathering and analysis of data and information to inform Gloucestershire's response.

The team has also actively supported the community resilience, mortality planning and vulnerable children and families groups.

2.6.3 As a result, much of the directorate's non-critical 'business as usual' has ceased. In some cases, this has been under the instruction of NHS England, e.g. NHS Health Checks, the National Child Measurement Programme (NCMP) and oral health promotion.

2.6.4 However, a number of critical commissioned services have continued to be supported by commissioners in the PWC team, particularly where they support vulnerable people. These

include drug and alcohol treatment services, sexual health services, domestic abuse and community and accommodation based support. These services have adapted to the lockdown restrictions, e.g. by providing a higher level of virtual contact with service users where possible. Commissioners are monitoring the impact of these service changes on an ongoing basis.

2.6.5 PWC leadership implemented Bronze (virtual) meetings three times per week to ensure a co-ordinated approach towards the Covid-19 response and service provision. The vast majority of staff members are working from home.

## **2.7 Homelessness and Rough Sleeping**

2.7.1 On Friday 27 March, the Minister for Local Government & Homelessness wrote to local authorities in England, asking them to house all rough sleepers and those sleeping in hostels and night shelters by that weekend, as part of efforts to contain the spread of coronavirus.

2.7.2 Since March, GCC has led a Homelessness and Rough Sleeping cell within the Local Resilience Forum (LRF) structure, working closely with district council colleagues. They created a Covid-19 Emergency Accommodation Protocol (CEAP), supporting anyone homeless or rough sleeping into accommodation, regardless of their eligibility under normal legislation. To date, this has supported 346 rough sleepers and homeless people and the provision of food where required. Those who declined accommodation have been supported by outreach teams and partner organisations to encourage them to come in off the streets. The number of people housed fluctuates but at the time of writing, 134 people are being housed.

2.7.3 Alongside the provision of housing and food, the cell has also ensured those housed receive wrap around support as required from a range of services including drug and alcohol, mental health and other voluntary sector provision. This has built on existing partnerships, including those established through Gloucestershire's Somewhere Safe to Stay initiative.

2.7.4 As the cell moves from response to recovery phase, partners are focusing on two key areas: the future supply of housing to ensure those who have been housed in the short term can move on and the proactive coordination of support for those with the most complex needs.

## **3. Restart Phase**

3.1.1 On 10 May, the Prime Minister announced the government's recovery strategy, including three steps for the lifting of lockdown restrictions. This strategy and accompanying guidance was published during the following week.

3.1.2 These set out three steps, detailed in Appendix A:

1. Changes from Wednesday 13 May
2. Changes to take place no earlier than Monday 1 June
3. Changes to take place no earlier than Saturday 4 July

3.1.3 The three steps are conditional on the most up-to-date assessment of the risk posed by the virus and steps two and three may be delayed if conditions are not met.

3.1.4 It should be noted that the government guidance does not cover every aspect of local authority service delivery and some interpretation of the guidance is required to plan for GCC's restart and recovery phases.

3.1.5 A GCC Recovery Group was stood up on 28 April and includes directorate recovery leads, as well as supporting staff, e.g. HR, AMPS and Communications. Each directorate is developing its own operational recovery plan, with corporate oversight and coordination by the Recovery Group. Directorates are required to liaise with their Lead Cabinet Member on their recovery plans, with decision relating to the reinstatement of services being taken by the Leader of the Council.

3.1.6 The status of all GCC services and activities at 3 June 2020 is included at Appendix B. Appendix C sets out an indicative phasing of key services, by the three stages of the Government's Recovery Strategy, with Stage 3 further broken down to 3A (no earlier than 4 July), 3B (no earlier than late July) and 3C (no earlier than August). These timescales are for planning purposes and are subject to change, e.g. following further Government guidance or local circumstances. In all cases, services will only be reinstated where it is possible to do so safely and with the agreement of the leader of the council.

3.1.7 The indicative phasing is based on a range of factors, including the requirement for social distancing and other measures to be in place, the ability to deliver a service in an alternative way (e.g. virtually), statutory/legislative requirements and the risk to the public of not delivering the service. For example, Household Recycling Centres have opened in Stage 1 as arrangements can be put in place to manage safety and they enable disposal of waste that presents safety risks at home. Services that involve groups of members of the public, e.g. face to face adult education provision and Skillzone activities, have been identified as Stage 3C. It should be noted that there may be interim arrangements where services can partially open with a basic offer before full opening at a later date.

## **3.2 Adult Services**

3.2.1 Given the significant role of Adult Services in the ongoing response phase, it is likely that teams will remain on response for some time. This is particularly the case for teams working with, supporting or commissioning care homes and discharge from the acute and community hospitals.

3.2.2 As described above, some services have been stepped up or introduced, e.g. hospital discharge units and increased mental health capacity. Adult Services is considering how this activity might be maintained beyond the response phase including where high demand might be expected to last for some time, e.g. in mental health, or where the service improvement is something GCC would like to keep. This includes where improvements may support the objectives of the existing Adult Single Programme, such as the use of digital innovation and solutions. The Adult Helpdesk has seen a drop in calls from the public to the Community Help Hub but is ready to increase capacity again should there be a need to, e.g. if lockdown restrictions are re-introduced.

3.2.3 The reinstatement of Learning Disability drop-ins located in libraries will be coordinated with plans for their reopening.

3.2.4 The Integrated Commissioning team is also developing as part of its recovery plan, an approach to market shaping, recognising that Covid-19 has had a significant impact both on the viability and risk appetite of the independent sector in health and social care and residents' attitude to residential care.

3.2.5 The team is also considering the longer term impact on and role of unpaid carers and the impact of many of these returning to work as lockdown restrictions are eased.

### **3.3 Children's Services**

3.3.1 Children's Services is seeking to use the Covid-19 response as an opportunity to embed its ongoing improvement activity. This has involved a sustained focus on visits and sustaining contact with vulnerable children and families, management oversight of decision-making and the quality of case recording. Initial April data for visits shows that performance has been sustained and in some aspects improved, with good levels of face to face visits and contact. Our tracking arrangements for children with multiple vulnerabilities across education, social care, additional needs and youth justice have also developed significantly through our ongoing response to Covid-19.

3.3.2 A Children's Services Recovery Group has been established to ensure a whole department approach, acknowledging that for maintained schools and early years, GCC works on a proxy basis but remains the accountable body. Recovery planning for schools and early years is very much focussed on the Government's recovery strategy stage two from 1 June, providing support, advice and coordination of the measures required for safe reopening, including social distancing, staff well-being support, PPE, on-line learning and home to school transport. Advice and guidance for parents and carers on the re-opening arrangements is accessible on the Council's website.

3.3.3 To support the reopening of schools, GCC worked closely with schools to establish an underpinning set of principles to ensure a consistent and sustainable approach across the county. Schools have also been provided with emergency packs of PPE, including clear guidance on its use. While schools are responsible for the purchase of their own PPE, GCC will support with the procurement of further PPE where this is more cost effective. This also acknowledges that with the exception of Special Schools, they are unlikely to have established supply lines.

3.3.4 For social care and early help, Children's Services is exploring how services can benefit from the virtual connectivity put in place for Covid-19 without losing the face to face contact essential for good social work. Some young people have reported positively on the use of digital media whilst others continue to value face to face contact with their allocated social worker. The directorate anticipates and is planning for a potential surge in demand as return to normality progresses, due to a combination of the liberation of suppressed demand and new contacts who are struggling with the impact of Covid-19 and were previously unknown to statutory services.

### **3.4 Community Safety**

3.4.1 The Covid-19 response phase presents a unique opportunity for GFRS to 'build back better' in its implementation of the cultural improvement plan recommended following the HMICFRS inspection. As such, the GFRS recovery plan is being managed alongside the

cultural improvement plan to ensure this opportunity leads to long term improvement for the service.

3.4.2 Many aspects of GFRS delivery and activity are legislative and their reinstatement is being prioritised as and when they can be safely implemented. There will be a backlog of visits, e.g. risk familiarisation visits or non-urgent Safe & Well visits, the resourcing of which will need to be considered in the restart and recovery phases.

3.4.3 Elsewhere in the directorate, there will also be a backlog in coronial inquests and trading standards activity, such as court cases, which have not taken place during the lockdown. Trading Standards will also need to continue work alongside the six district councils, Health & Safety Executive (HSE) and Police to understand and respond to the guidance for business premises as lockdown restrictions ease but Covid-19 Secure compliance is still required. This may require additional activity on the part of Trading Standards, which in turn may delay the reinstatement of other paused activity.

3.4.4 The Civil Protection Team (CPT) will also be supporting the ongoing review of emergency response guidance in light of learning form the Covid-19 pandemic response.

### **3.5 Corporate Resources**

3.5.1 Most staff in Corporate Resources have been able to support business as usual or increased Covid-19 activity from home and they will continue to work from home where this is possible. As described in Paragraph 5 below, Corporate Resources will be playing a lead role in the longer term recover and reimagine phases, building on and embedding the rapid culture change that has been achieved by GCC staff and members.

3.5.2 Key areas for prioritised reinstatement are in Archives and Information Management, where access to paper files is required to provide a full service. This will be coordinated with AMPS to ensure that this is carried out safely. The Safety, Health & Environment (SHE) team will also need to prioritise legislative activity such as fire risk assessments, including any backlog built up during lockdown.

3.5.3 On an ongoing basis, the Planning, Performance and Change will be ensuring that routine performance reporting reflects the impact of the Covid-19 response, in order to support the long term recovery plan.

3.5.4 As described below (Paragraph 3.8) HR, AMPS and Communications are playing a central role in planning for the reopening of GCC buildings and supporting staff as we implement social distancing and consider how staff can 'return' to their normal place of work and what business as usual will look like.

3.5.5 The impact of arranging virtual child protection court hearings resulted in several adjourned hearings, which has created a backlog of cases together with an increase in new court applications. Virtual court arrangements for adult safeguarding and Court of Protection applications will follow.

## 3.6 Economy, Environment & Infrastructure

3.6.1 Following government guidance, two Household Recycling Centres (HRCs) (Hempsted and Wingmoor Farm) reopened on 11 May, with a booking system and social distancing measures in place. Fosse Cross (Cirencester) reopened with the same adaptations on 18 May. Pyke Quarry (Horsley) and Oak Quarry (Coleford) reopened on 26 and 27 May.

3.6.2 Work is underway by the Highways team to respond to the Government's recovery strategy announcement and allocation of funding to support changes to highways and pavements that enable increased walking and cycling. A "pop-up" scheme using water filled barriers has been implemented on Bath Road in Cheltenham to allow safe social distancing to take place near shopping areas. Some on street parking spaces on Tewkesbury High Street have also been converted to give pedestrians and queuing shoppers more space to stay apart and stay safe. Initiatives at two sites in Gloucester and Bourton-on-the-Water will be implemented shortly and GCC is also working with district councils to identify a further schemes across the county, which are hoped to come from bids from Districts Councils. These could include:

- Installing pop-up cycle facilities
- Using cones and barriers to widen footways, crossings, refuges and bus stops
- Reducing speed limits
- Additional cycle parking at key locations
- Whole route approaches to create key corridors for buses, cycles and access only
- Fast-tracking already planned schemes, i.e. local cycling and walking investment plans that can be constructed quickly.

3.6.3 The Integrated Transport Unit is coordinating the return of public transport services on commercial and subsidised public transport services and is planning school transport for the phased reopening of schools by year group. Bus operators are taking additional measures to ensure that vehicles are cleaned more often and social distancing observed for the safety of drivers and passengers. As social distancing reduces seating capacity by 75-80% there is an urgent need for cycle schemes and other highway improvements to provide bus users with alternative sustainable travel options.

3.6.4 The enforcement of on-street parking has been relaxed during the lockdown period, except where any safety issues have arisen. GCC is developing a phased approach to reintroducing normal levels of enforcement in conjunction with district councils and no earlier than July. This will be an area approach, taking in to account the impact on:

- the economic recovery of high streets and retail,
- local residents,
- safety and access,
- key worker environments.

3.6.5 The Government's recovery strategy stated that it is examining how to enable people to gather in slightly larger groups to better facilitate small weddings, no earlier than 1<sup>st</sup> June. At the time of writing, there is no further guidance on the size of permissible wedding or civil partnership ceremonies. However, the Registrations team is working to plan for this easing of restrictions, including the premises and scheduling implications of maintaining social distance and ensuring premises are kept clean between ceremonies.



3.6.6 A project plan for the reinstatement of all Registration Services – birth registrations, notice of marriages, wedding and civil partnership ceremonies and citizenship ceremonies – is also in development. This will be dependent on forthcoming government guidance, e.g. currently, there has been no changing of regulations requiring this activity to be carried out face to face and, unless this changes, measures will need to be in place to allow this to happen safely. The team is also planning for the backlog of activity whilst services have been paused.

3.6.7 The Government's recovery strategy does not identify a timeline for the reopening of libraries. However, based on the risks associated with their reopening, GCC is working on the basis that this will fall in to stage three, with group activities hosted in libraries following only when guidance suggests that it is safe to do so.

3.6.8 Whilst Adult Education has been delivered online since 27 April, this has been challenging given the needs of the vulnerable learners the service works with. Ensuring access to service for those unable to learn online will be a priority.

3.6.9 The Economic Development & Strategic Planning team will continue to support the longer term economic recovery of the county (see Paragraph 4).

### **3.7 Prevention, Wellbeing & Communities, including Public Health**

3.7.1 Due to the extensive role of the PWC team in directly supporting the ongoing response to the Covid-19 pandemic, including the developing test and trace programme via the new Outbreak Control Plan, it is likely that officers will be unable to implement full recovery to business as usual for some time. Government announced funding totalling £300m to local authorities for the implementation of their Outbreak Control Plan. At the time of writing, officers are developing this plan for Gloucestershire but expect it to be resource intensive and for their leadership of this work to continue for at least 12 months. This will have a significant impact on the team's capacity to support full recovery within the next year.

3.7.2 Critical or high risk services have continued to be delivered throughout the response phase, although many have reduced their face-to-face contact. These services will continue to be prioritised by the team. In some cases, there is an indication that the service models used during the response phase have increased regular contact with service users and consideration will be given to how the benefits of this can be maintained, whilst risks are managed and face-to-face contact can be reintroduced where and when it is safe to do so.

3.7.3 It is also likely that many of the areas of work that have been 'stepped up' during the response phase will continue for some time. For example, there is likely to be an ongoing need for increased mental health and wellbeing support as people experience the mental health impact of illness, bereavement, isolation or financial pressures. Similarly, the housing of rough sleepers has been a significant achievement by partners, which will require ongoing coordination to ensure housing is available to this cohort after lockdown restrictions are lifted. Officers have introduced a multi-agency 'Complex Needs Cell' to coordinate efforts to support those whose needs are most complex to meet and are already exploring opportunities to embed this approach as part of the county's 'new normal'.

3.7.4 PWC also has a number of mandated services that it may need to prioritise reinstating, e.g. NHS Health Checks, subject to national guidance. This will require close collaboration with the Integrated Care System (ICS) and NHS providers' recovery plans.

### **3.8 Council Wide Issues**

3.8.1 The AMPS team is working to risk assess all GCC buildings – currently open and closed – for opening to staff and, where appropriate, the public. This includes planning of measures, as recommended in the government guidance on Covid-19 Secure workplaces, to ensure social distancing can be observed and coordination with the Communications team to ensure consistent messages are shared with staff. It also includes broader measures, including safely recommissioning services, e.g. heating, following long term closures. The team continues to work with Public Health Consultants who are providing infection control advice. The rapid shift to home working amongst a large proportion of GCC staff members will need to be maintained to ensure the Council can meet social distancing requirements.

3.8.2 HR and Occupational Health are also working to ensure that staff members' physical and mental health is supported as they return to their usual place of work, recognising that for many people, the 'return to work' will be challenging and the impact of Covid-19 felt differently for people depending on their role or experience in the response.

### **3.9 Finance**

3.9.1 To date, the Council has received information that we will be allocated £27.7m additional funding for the Covid-19 response. The Council has been updating MHCLG on the expected full year spend via a DELTA return. GCC is currently incurring additional expenditure of approximately £3.4m per month and losing approximately £1.4m per month in lost income and unachieved savings. This is being closely monitored and there are expected to be changes after lockdown has been eased, which could see the cost / income reduce.

3.9.2 The additional expenditure so far include includes:

- £1.3m 10% uplift for residential social care providers
- £0.3m to support community based providers
- £0.2m PPE purchases
- £0.7m to fund additional demand in Adults and Children, including purchase of community equipment
- £0.6m on ICT hardware and systems to enable home working.

3.9.3 Lost income includes parking, ceremonies, libraries, traded services with schools and reduced electricity income from the Energy from Waste plant.

3.9.4 The expected impact on the Council could rise to £53m, although it is expected that government will cover some additional costs. Approximately 63% of the total is expected in Adult Social Care. Gloucestershire has also received an additional £7m from the ringfenced national grant of £600m for Adult Social Care Infection Control. This is to be paid rapidly and directly to care providers – including those contracted and not contracted by GCC - to support all care homes in Gloucestershire to take steps to stop the spread of infection.

3.9.5 The council will also receive a proportion of the £300m ring fenced grant for dealing with test and trace, but it has not yet been confirmed the requirements for this funding.

## **4. Economic Recovery**

4.1 Whilst this paper focuses on the delivery of GCC services, the Council has a wider role to play in the recovery of Gloucestershire's economy following the pandemic and lockdown restrictions, including the immediate challenges of supporting the prosperity of high streets and town centres as retail reopens from this month. The pandemic has had far reaching impacts on businesses and employees across Gloucestershire, including in key local sectors such as aerospace and tourism. Despite a range of government initiatives and funding streams to address this, it will remain a long-term challenge for Gloucestershire and all partners working in the county.

4.2 Gloucestershire's economic recovery is to be taken forward on a locality basis by District Councils. GCC and GFirst LEP are taking an overview of the shared medium to long term strategy, knitting together the approach to recovery at a county level and building on the existing evidence base that supported the preparation of the Local Industrial Strategy (LIS) and further intelligence on the impact of Covid-19. A paper setting out this approach was taken to the Gloucestershire Economic Growth Joint Committee (GEGJC) on 6 June and an executive summary of this paper as it relates specifically to GCC's role in economic recovery is attached at Appendix D.

4.3 GCC also has a vital role to play in supporting the re-skilling of residents affected by the economic impacts of the pandemic and lockdown restrictions and ensuring that young people aged 16-24 have training, skills and employment opportunities post Covid-19. This will include the Council's role in the provision of apprenticeships, accessible adult education and business resources and innovation labs in Gloucestershire libraries.

## **5. Recovery and Reimagine Phases**

5.1 Whilst much of GCC's current activity is focused on the immediate or medium term reinstatement of services and functions, the Covid-19 recovery phase presents an opportunity for GCC to reimagine some elements of its work, where improved ways of working that have been implemented during the response phase would be beneficial to maintain or build on. GCC's staff and our residents have gone through a very rapid period of change, are continually facing and overcoming challenges and have effectively achieved the sort of culture change that would have taken years to deliver.

5.2 The rapid rollout of modernised ICT infrastructure, particularly video conferencing, to support home working has seen a significant cultural shift in attitudes to agile working practices across the organisation, with over half of GCC staff working from home during the lockdown period. Residents have also shifted to accessing some services in different ways, with a reduction in face-to-face contact. This is a unique opportunity to build on improvements and embed them to deliver on the ambitions of our Digital Strategy and Worksmarter programme. This will also support the Council's delivery of carbon reduction targets as commuting and business travel by GCC staff is significantly reduced.

5.3 More broadly, strong positive partnerships have been built and reinforced, including with district councils in the delivery of community resilience activity, coordinating community and voluntary sector capacity to support those in most need, e.g. those required to shield. The Community Help Hub model and infrastructure established during lockdown is an asset that could be built on in any further emergency response. This has also been the case in relation to

the considerable efforts to house all rough sleepers in Gloucestershire following the UK lockdown, with new collaborative approaches being taken to developing joined-up solutions to the most complex needs.

5.4 The lockdown restrictions have also seen a considerable drop in road traffic – which reduced by 67% in week three of lockdown – and the associated improvements in carbon emissions and air quality. The LRF's Recovery Cell has identified an opportunity to work collaboratively across the system to understand and plan for the longer term impacts of this behaviour change on GCC and partner bodies' Climate Change & Air Quality Strategies. Following discussions with the voluntary and community sector in March, proposals to invite bids from community organisations for a share of the £1m Climate Change Action Fund were deferred due to Covid-19 pressures. This will be revisited later in the summer when organisations should be better placed to apply for and benefit from available grants.

5.5 Whilst there are a number of opportunities to be seized, there are also longer term challenges to be further understood and addressed in the recover and reimagine phases:

- Many GCC services are reliant on face-to-face contact or group settings, e.g. day centre provision. It is likely that social distancing measures will continue for some time and that this will necessitate different service delivery models to be developed and communicated to residents.
- Considerable support has been provided by residents in their local community, coordinated through the Community Help Hub. However, whilst people required to shield will need to do so for longer, volunteers returning to work may be unable to support in the way that they have done during the response phase.
- Experts at a national levels have indicated that we should be prepared for a 2<sup>nd</sup> spike in cases and contingency for this must be built in to GCC's recovery planning so that services can be reduced, changed or stepped up again, should lockdown restrictions be re-imposed.
- The PWC team is developing work to understand the direct and indirect health inequalities impacts of the Covid-19 pandemic, either as a result of infection or the wider socioeconomic impacts of lockdown. This will inform GCC's understanding of potential longer term changes in the needs of residents and any subsequent demand on GCC's services.
- ASC is working with regional colleagues to understand the long term impacts of the Covid-19 pandemic on the independent sector for health and social care. There is the potential for market instability due to a range of factors, including the cost of voids and excess deaths amongst self-funders, reducing the viability of care providers.
- ASC is also seeking to understand the impact of social isolation during the lockdown restrictions on the 'curve of decline', where early intervention has not been possible and more rapid decline may result for some older people. This may present a challenge to GCC's 3 tier conversation model and see an increase in demand for adult social care.

5.6 The GCC Recovery Group is coordinating a corporate lessons learnt exercise to capture learning for improvements both to the Council's emergency response and business continuity planning and where changes that were necessary during the lockdown may be beneficial to keep.

5.7 GCC is also providing leadership to the LRF Recovery Cell to support the coordination of partners' organisational recovery plans where alignment would be beneficial and of recovery

activity relating to LRF cells, e.g. homelessness and rough sleeping and mental health and wellbeing.

## **6. Officer Advice**

6.1 This paper updates Cabinet on steps taken to respond to the Covid-19 pandemic and plan for recovery.

6.2 Officers have been working with individual Lead Cabinet Members to develop and agree plans for recovery.

## **7. Equalities considerations**

7.1 Directorates are considering the impacts on people and communities with protected characteristics on a case-by-case basis, as they plan for the reinstatement of services. Where this involves a different delivery model, a Due Regard Statement may be produced to inform and support the decision.

7.2 Consideration is also being given to equalities impacts on GCC's own staff, particularly in the light of emerging evidence on the differential impact of Covid-19 on front line workers from Black, Asian & Minority Ethnic (BAME) communities. This consideration has been built in to staff risk assessments.

## **Appendix A: Summary of changes set out in Government's Recovery Strategy as published on 10 May 2020**

### Step 1: from Wednesday 13 May

- People should continue to work from home if possible. If not, they should go to work but avoid using public transport. Where travel on public transport is unavoidable, social distancing measures must be in place.
- Businesses should aim to follow Covid-19 Secure standards to ensure staff safety as soon as practicably possible.
- Paid childcare, for example nannies and childminders, can take place subject to being able to meet public health principles.
- Funding and new statutory guidance was published to encourage local government to widen pavements, create pop up lanes and close roads in cities.
- Government is advising that face coverings are worn where social distancing cannot be in place such as public transport and some shops. These should not be the face masks used as PPE for front line workers.
- People can spend any amount of time outdoors and exercise more than once a day but shouldn't meet up with more than one person from outside of their household and should maintain a safe distance. People can travel to outdoor spaces irrespective of the distance.
- Clinically vulnerable people should continue to take particular care to minimise contact with others outside their households, but do not need to be shielded. Those in the clinically extremely vulnerable ('shielded') group are strongly advised to continue stay at home at all times and avoid any face-to-face contact.

### Step 2: no earlier than Monday 1 June

- The Government expects children to be able to return to early years settings, and for Reception, Year 1 and Year 6 to be back in school in smaller sizes, from this point. The aim is to have all primary school children in school for a month before the summer holidays, if feasible.
- Secondary schools and further education colleges should also prepare to begin some face to face contact with Year 10 and 12 pupils who have key exams next year, in support of their continued remote, home learning.
- Non-essential retail can open when and where it is safe to do so, and subject to those retailers being able to follow the new COVID-19 Secure guidelines. This will be phased and further guidance provided. Hospitality and personal care will remain closed.
- Cultural and sporting events can take place behind closed doors for broadcast.
- Re-opening more local public transport in urban areas, subject to strict measures.
- Government is also examining how to allow people to expand their household group to include one other household in the same exclusive group.
- Government is examining how to enable people to gather in slightly larger groups to better facilitate small weddings.

### Step 3: no earlier than Saturday 4 July

- Open at least some of the remaining businesses and premises that have been required to close, including personal care (such as hairdressers and beauty salons) hospitality (such as food service providers, pubs and accommodation), public places (such as places of

worship) and leisure facilities (like cinemas). They should also meet the COVID-19 Secure guidelines.

## Appendix B: Service/Activity Status by Directorate as of 3 June 2020

<b>Adult Services</b>	
<p><b>Areas where service delivery has stopped:</b></p> <p><b>Adults Operational Services / Teams</b></p> <ul style="list-style-type: none"> <li>• CHC Team</li> <li>• LD Countywide Drop-Ins</li> <li>• Customer Services – Corporate Receptions</li> </ul> <p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>• Pre-placement contract</li> </ul>	<p><b>Areas where service delivery has continued as normal:</b></p> <p><b>Adults Operational Services / Teams</b></p> <ul style="list-style-type: none"> <li>• Charlton Lane Hospital</li> <li>• FAB Team</li> <li>• Direct Payments</li> </ul> <p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>• Framework agreement</li> </ul>
<p><b>Areas where service has been changed or turned down:</b></p> <p><b>Adults Operational Services / Teams</b></p> <ul style="list-style-type: none"> <li>• ASC Locality Teams</li> <li>• Acute &amp; Community Hospital Care Navigators</li> <li>• LD – Shared Lives</li> <li>• LD – In House Services – Day Centres</li> <li>• LD – Countywide Enablement Teams</li> <li>• LD – Short Break Services</li> <li>• Sensory Services</li> <li>• Practice Development Team</li> <li>• Great Weston Court</li> <li>• Wheatridge Court</li> <li>• Customer Services – Blue Badge</li> <li>• Customer Services – Care Services Finance</li> <li>• Adults – Safeguarding Team</li> <li>• Adults - Clients Affairs</li> </ul> <p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>• Domiciliary care</li> <li>• Shared lives</li> <li>• Enhanced Independence Offer (EIO)</li> <li>• Learning Disabilities</li> <li>• Housing with Care Programme</li> <li>• Joint Housing Action Plan</li> <li>• Homeless Healthcare</li> <li>• Minor adaptations</li> <li>• Rehab</li> <li>• Enablement</li> <li>• Mental Health</li> </ul>	<p><b>Area where demand for service delivery has increased:</b></p> <p><b>Adults Operational Services / Teams</b></p> <ul style="list-style-type: none"> <li>• Acute (GRH / CGH) Hospital Teams (Including Kingham and Ashleigh)</li> <li>• Customer Services – Community Hub</li> <li>• Customer Services – NHS Shielded Calls</li> <li>• GIS</li> <li>• Customer Services – Adults Helpdesk</li> </ul> <p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>• Proud to Care recruitment</li> <li>• Hospital Discharge Support Units</li> <li>• Market management</li> <li>• Carers</li> <li>• Community Meals</li> <li>• Equipment</li> </ul>
<b>Children's Services</b>	
<p><b>Areas where service delivery has stopped:</b></p> <ul style="list-style-type: none"> <li>• Universal schools provision</li> </ul>	<p><b>Areas where service delivery has continued as normal:</b></p>



<ul style="list-style-type: none"> <li>• Early years settings</li> <li>• Adoptions</li> <li>• Transition of children from children's to adult services</li> <li>• Transition of young people to independent living</li> <li>• Autism pathway</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>Areas where service has been changed or turned down:</b></p> <ul style="list-style-type: none"> <li>• Provision of education for children of key workers, vulnerable young people known to statutory social care (CiN/CP/CiC) and those with an Education Health and Care Plan and Reception, Year 1 and 6 (from 1 June)</li> <li>• Inclusion, Advisory Teaching &amp; Educational Psychology Service, Virtual School</li> <li>• Admission appeals and statutory SEND meetings and tribunals</li> <li>• School capital work</li> <li>• Music service</li> <li>• General traded offer to schools</li> <li>• Home to School Transport</li> <li>• High needs funding projects</li> <li>• MASH contacts and DA referrals</li> <li>• Locality social work teams</li> <li>• Children and Families Courts</li> <li>• CP Conference, LADO and CiC Reviews</li> <li>• Foster Care</li> <li>• Placement capacity</li> <li>• Supervised contact between children and families</li> <li>• YRIs and Statutory Court Orders</li> <li>• HRPMs</li> <li>• National inspection for external provision</li> <li>• Children and Families Centres</li> <li>• CAMHS core service reduced</li> </ul>	<p><b>Area where demand for service delivery has increased:</b></p> <ul style="list-style-type: none"> <li>• CAMHS online provision</li> </ul>
<p><b>Community Safety</b></p>	
<p><b>Areas where service delivery has stopped:</b></p> <ul style="list-style-type: none"> <li>• Risk familiarisation visits</li> <li>• Community safety initiatives</li> <li>• Non-risk critical training</li> <li>• Fleet/equipment testing schedule</li> <li>• Operational assurance activity</li> <li>• Work on IRMP and Improvement Plan</li> <li>• Cultural Improvement plan</li> <li>• Community Fire stations</li> <li>• Collaboration activities</li> <li>• Programme management office</li> <li>• Skillzone activities</li> <li>• Driver training</li> </ul>	<p><b>Areas where service delivery has continued as normal:</b></p> <ul style="list-style-type: none"> <li>• Coroner's on call duty officer</li> <li>• Response to operational incidents</li> <li>• Call handling</li> <li>• Out of hours Coroners calls</li> <li>• Risk critical operational training</li> <li>• Finance/budget year end management</li> </ul>

<ul style="list-style-type: none"> <li>• Work with GCC BCM audit</li> <li>• Training programme with district emergency response teams</li> <li>• GEST training</li> <li>• Routine face to face visits for inspections for animal health or routine food enquiries</li> </ul>	
<p><b>Areas where service has been changed or turned down:</b></p> <ul style="list-style-type: none"> <li>• GFRS planning, policy and compliance activity</li> <li>• Safe and Well visits</li> <li>• Safe &amp; Well process</li> <li>• Fire safety audits/process</li> <li>• Fitness/medical process</li> <li>• Recruitment (firefighters, procurement &amp; H&amp;S)</li> <li>• Fire control</li> <li>• Hydrant activity</li> <li>• Severn Park training centre</li> <li>• Operational staffing of appliances</li> <li>• On call training</li> <li>• Investigations (discipline &amp; grievance)</li> <li>• LRF Sub-group Plan revisions</li> <li>• Tobacco work</li> <li>• Business enquiries</li> <li>• District liaison (as per service level agreement for emergency management provision)</li> <li>• Recruitment to GEST scheme</li> <li>• Coronial inquests</li> </ul>	<p><b>Area where demand for service delivery has increased:</b></p> <ul style="list-style-type: none"> <li>• Storage of PPE</li> <li>• Staff used for additional duties such as Ambulance driving, facilitation of temporary mortuary and body recovery, delivery of food parcels and PPE, training care providers in the use of PPE, Covid testing, logistics planning and administration with LRF and partners.</li> <li>• ICT department has ensured provision of equipment and access for all staff to enable them to work safely at home.</li> </ul>
<p><b>Corporate Resources</b></p>	
<p><b>Areas where service delivery has stopped:</b></p> <ul style="list-style-type: none"> <li>• Heritage Hub and Archives</li> <li>• Externally funded archives projects</li> <li>• Fire risk assessments and security audits – schools and GCC premises</li> <li>• Sports grounds Safety Advisory groups</li> <li>• H&amp;S audits of schools and GCC teams</li> <li>• School appeals</li> <li>• School exclusion appeals</li> <li>• Winchcombe &amp; Woodmancote by-election</li> <li>• Child protection cases/court hearings</li> <li>• Legal documents</li> <li>• Temporary Traffic Orders</li> <li>• Building records surveys</li> <li>• Information Management training</li> <li>• Phishing campaign</li> <li>• Historical Children’s Records Project</li> </ul>	<p><b>Areas where service delivery has continued as normal:</b></p> <ul style="list-style-type: none"> <li>• Employee engagement, TU liaison and consultation</li> <li>• Payroll and payments</li> <li>• Technical project to replace HR systems</li> <li>• Review of manager and leadership development and performance management</li> <li>• The planning and replacement of our ICT provider contract which ends March 2021</li> <li>• Planning for the implementation of Microsoft 365</li> <li>• ARA Shared Services (across all partners), Insurance Services and Area Finance Officers</li> <li>• Information Security breaches</li> <li>• H&amp;S advice to GCC/schools</li> </ul>
<p><b>Areas where service has been changed or</b></p>	<p><b>Area where demand for service delivery</b></p>

<p><b>turned down:</b></p> <ul style="list-style-type: none"> <li>• Cataloguing and conserving</li> <li>• Council meetings, including regulatory committees</li> <li>• Complaints</li> <li>• Business as usual – support services</li> <li>• Routine performance reporting</li> <li>• LASIP project</li> <li>• Recruitment and advertising</li> <li>• Non critical requests for new ICT equipment,</li> <li>• Application specific improvements and business led change ICT projects.</li> <li>• Windows 10 rollout team re-purposed to support home working</li> <li>• Records Centre service</li> <li>• Subject Access Requests</li> <li>• Freedom of Information requests</li> <li>• Police enquires</li> <li>• Subject Rights requests/complaints/ICO complaints</li> <li>• Policy dissemination</li> <li>• Communications &amp; Awareness</li> </ul>	<p><b>has increased:</b></p> <ul style="list-style-type: none"> <li>• Urgent decisions and contractual work</li> <li>• Urgent expenditure</li> <li>• Cyber and other security</li> <li>• ICT upgrades and patching</li> <li>• ICT – significant additional hardware roll out to enable working from home, the roll out of new software including Jabber, enhanced project work to enable access to other video platforms and associated support for users</li> <li>• Increased focus on comms and support for managers and employees regarding wellbeing and support for those at home and dealing with response,</li> <li>• Increase work on HR advice line for employees, managers and schools</li> <li>• Potential for colleagues to pass away and therefore support for families, colleagues and managers</li> <li>• Information Governance advice and support around sharing of personal and special category data during the pandemic</li> </ul>
<p><b>Economy, Environment &amp; Infrastructure</b></p>	
<p><b>Areas where service delivery has stopped:</b></p> <ul style="list-style-type: none"> <li>• ITU – Thinktravel</li> <li>• Libraries &amp; Information</li> <li>• Birth Registration</li> <li>• Notice of Marriages</li> <li>• Wedding &amp; Civil Partnership ceremonies</li> <li>• Citizenship Ceremonies</li> </ul>	<p><b>Areas where service delivery has continued as normal:</b></p> <ul style="list-style-type: none"> <li>• Reactive highway maintenance</li> <li>• Economic Development &amp; Strategic Planning</li> <li>• Transport Planning</li> <li>• Minerals &amp; Waste</li> <li>• Planning Development Management</li> <li>• Heritage</li> <li>• Flood Team</li> <li>• Energy from Waste Facility</li> </ul>
<p><b>Areas where service has been changed or turned down:</b></p> <ul style="list-style-type: none"> <li>• Household Recycling Centres</li> <li>• Planned highway maintenance</li> <li>• Major Projects</li> <li>• Highway Structures</li> <li>• Network Inspections</li> <li>• Street lighting</li> <li>• Parking &amp; TROs</li> <li>• Traffic Management</li> <li>• Monitoring &amp; Road Safety</li> <li>• Highway adoptions &amp; records</li> <li>• ITU – Passenger Transport</li> <li>• HDM</li> <li>• Climate Change &amp; Air Quality</li> <li>• Gypsy &amp; Traveller liaison</li> </ul>	<p><b>Area where demand for service delivery has increased:</b></p> <ul style="list-style-type: none"> <li>• Public Rights of Way (PROW)</li> <li>• Death Registrations</li> <li>• Digital library offer</li> </ul>

<ul style="list-style-type: none"> <li>• Copy Certificates/Corrections/ Re-registrations</li> <li>• Waste Management Strategy</li> <li>• Community Learning</li> <li>• Skills &amp; Apprenticeship</li> <li>• Business Development</li> </ul>	
<p><b>Prevention, Wellbeing &amp; Communities</b></p>	
<p><b>Areas where service delivery or function has stopped:</b></p> <ul style="list-style-type: none"> <li>• NHS Health Checks</li> <li>• National Child Measurement Programme (NCMP)</li> <li>• Gloucestershire Healthy Living &amp; Learning (GHLL) delivery in schools</li> <li>• MenTalk and GirlTalk</li> <li>• Blood Borne Virus nursing / Hepatitis C service</li> <li>• All non-urgent service and strategic development, incl. wider determinants</li> <li>• Non-C19 related public health campaigns</li> <li>• Violence prevention and community safety support</li> <li>• Population Health Management and JSNA development</li> <li>• Health &amp; Wellbeing Strategy sign off and implementation</li> <li>• Armed Forces partnership activity and GCC staff Armed Forces training</li> <li>• Annual DPH Report</li> <li>• Pharmaceutical Needs Assessment</li> <li>• ICS and NHS Long Term Plan support (incl. prevention and HI framework)</li> <li>• Gloucestershire Healthy Workplace Award scheme launch</li> <li>• Oral Health Promotion delivery</li> <li>• Care home staff flu pilot</li> </ul>	<p><b>Areas where service delivery or function has continued as normal:</b></p> <ul style="list-style-type: none"> <li>• Self-harm helpline</li> <li>• Responding to armed forces cases</li> <li>• Pupil Wellbeing Survey analysis</li> <li>• Community Wellbeing Service</li> <li>• HealthWatch</li> <li>• Stimulating communities projects evaluation</li> <li>• Staff seasonal flu campaign planning (2020/21 season)</li> </ul>
<p><b>Areas where service or function has been changed or turned down:</b></p> <ul style="list-style-type: none"> <li>• Drug and alcohol treatment</li> <li>• Specialist midwifery</li> <li>• Public health nursing (health visiting and school nursing)</li> <li>• Mental Health First Aid and ASIST training</li> <li>• Healthy Lifestyles service coaching support (incl. stop smoking)</li> <li>• Maternity contraception project</li> <li>• Sexual health service and prevention service</li> <li>• Weight management support</li> <li>• Domestic abuse services</li> </ul>	<p><b>Area where demand for service delivery has increased:</b></p> <ul style="list-style-type: none"> <li>• Public mental health and suicide prevention</li> <li>• Health Protection activity</li> <li>• Domestic abuse awareness raising</li> <li>• Accommodation &amp; Community Based Support</li> <li>• Community grant schemes</li> </ul>

## **Appendix C: Indicative phasing of services to be reinstated**

This table sets out indicative timescales for the reinstatement of GCC services, based on the three phases set out in the Government’s Recovery Strategy. These timescales are for planning purposes only and are subject to change, e.g. following further Government guidance or local circumstances. In all cases, services will only be reinstated where it is possible to do so safely.

Entries in blue denote phasing set out in the Government’s Recovery Strategy (10 May 2020)

<b>Stage 1 – from Wednesday 13<sup>th</sup> May</b>		<b>Stage 2 – no earlier than Monday 1<sup>st</sup> June</b>		<b>Stage 3A – no earlier than Saturday 4<sup>th</sup> July</b>	
				<b>Stage 3B – no earlier than late July</b>	
				<b>Stage 3C – no earlier than August</b>	
Hempsted & Wingmoor HRCs	11 May	Early years settings and schools (Reception and Years 1 and 6) and associated school transport	From 1 June	Phase 1 Day centres – increase attendance at Oakley (already open) and open The Beeches (based on demand)	3A
Fosse Cross (Cirencester) HRC	18 May	Birth registrations – face-to-face (subject to social distancing measures in place)	From 8 June	Shire Hall & Bearlands receptions	3A/B
Pyke Quarry (Horsley) HRC	26 May	All primary schools	By 20 June	Phased reintroduction of on-street parking enforcement (area-by-area approach based on certain conditions)	3A/B/C
Oak Quarry (Coleford) HRC	27 May	Some face to face contact in secondary schools and further education colleges for Year 10 and 12 pupils who have key exams next year and associated school transport		Safe & Well visits to lower risk residents	3B
Virtual Council meetings, including regulatory committees	Various	Small wedding and civil partnership ceremonies (subject to further Government guidance)		Trading Standards – routine inspections for animal health or food enquiries and tobacco control	3B
School capital work	Various	Notices of marriage – face-to-face (subject to social distancing measures in place)		Libraries – basic offer / full reopening	3C
Highways safety inspections	Various	Citizenship ceremonies		Larger wedding and civil partnership ceremonies	3C
		Respite Centres – offering emergency respite placements	Various	Heritage Hub & Archives open to the public	3C

		Day Centres – respite / alternative support offered to families of those individuals not attending day centres	From 1 June	Secondary schools and further education colleges (for all)	3C (Sept)
		Increased public transport provision in urban areas		Community Fire Stations and SkillZone open to the public	3C
				Full coronial inquests	3C
				ASC drop-ins reopen with reduced / limited attendance (linked to library reopening)	3C
				Phase 2 Day / Respite Centres – reopen remaining day centres fully	3C
				Face to face adult education provision	3C
				Non-critical Public Health services, e.g. NHS Health Checks	3C
				Full public transport provision	3C
				Elections, incl. postponed Winchcombe & Woodmancote by-election (awaiting national guidance)	tbc

## **Appendix D: Economic Recovery Roadmap**

Gloucestershire County Council (GCC) has a significant role to play in the recovery of the County due to its strategic oversight and capability and its leadership qualities. This will need to be developed in such a way that Gloucestershire is resilient to future related economic shocks but can also begin to re-build as soon and as effectively as possible.

The LEP is reviewing the draft Local Industrial Strategy (LIS) and commissioning additional research whilst, in parallel, the County Council will need to steer decisions on investment as well as lobby central government for new powers and funding.

### **GCC will need to play a clear strategic leadership, coordination and management role.**

This will involve working with the Districts on their locality response to ensure they can deliver higher levels of productivity and quality place-shaping. As a collective, partners must therefore consider the overall vision for nurturing a higher value economy, focusing on particular sectoral strengths and key geographies to promote innovation and diversification to encourage long-term resilience at its core. This will be vital to ensuring this emerging family of strategies and activity plans are based on a common set of 'recovery principles' with clearly identified spatial and sector strengths and weaknesses.

Accordingly, the County Council will:

#### **Short-term (to July)**

- Establish the principles of the recovery, drawing on<sup>1</sup> central themes of retention of young people, environmental and low carbon industries, cyber-tech and improving the overall skills base, duly recognising the opportunity to develop the health and social care market to address Gloucestershire's ageing population, sector growth and harness the County's commissioning power.
- Develop an evidence base which seeks to address data and business intelligence gaps and begins to understand where the greatest challenges and opportunities lie.
- Map and agree the overarching governance of the C-19 Economic Recovery Roadmap.
- Determine the resources required for future targeted intervention, the process for agreeing investment and review planned investment in current economic growth initiatives to ensure outcomes for C-19 recovery and future resilience.

#### **Medium-term (July to December)**

- Lead the creation of a multi-layered plan to meet the long-term needs of the County, including core areas of advanced manufacturing/aviation, employment and skills, planning/land use, digital access and connectivity, business support and climate change, working closely with the LEP.
- Review the County's asset base to consider how best to repurpose facilities and support new ways of working, for example libraries, leisure facilities and office spaces.
- Review public sector commissioning activities and buying power and develop a local framework to identify opportunities for local companies.
- Identify ways to enhance local sourcing by developing new models of supply chain brokerage to support medium-term challenges of accessing raw materials (and the secondary Brexit impact expected in 2021<sup>2</sup>).

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<sup>1</sup> Drawn from Draft Local Industrial Strategy and Vision 2050 Gloucestershire

<sup>2</sup> <https://home.kpmg/xx/en/home/insights/2018/10/how-will-brexit-impact-my-supply-chain-and-warehouses.html> The 31 December 2020 Brexit Transition date is anticipated to cause additional challenges around logistics, delivery times of raw materials as well as higher costs.

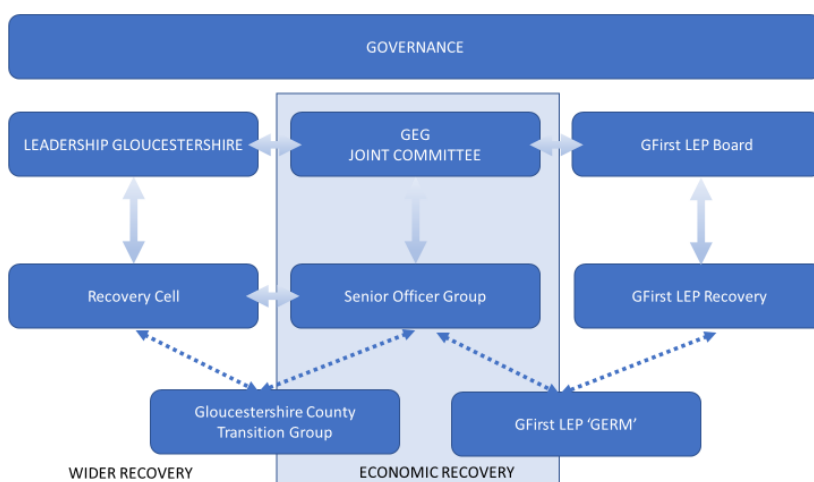
- Explore new emerging policy drivers for apprenticeships, Shared Prosperity Fund, social investment and community wealth building, to inform/position plans and activities.

Long-term (December onwards)

- Deliver investment in targeted parts of the economy to drive higher levels of productivity, encourage employment and self-employment and add value to long-term ambitions of quality environment and inclusive growth.

**Governance**

It is proposed that an internal Gloucestershire County Transition Group is established with senior officers to oversee the evidence base, logic chains and SWOT models and keep Members informed. This group will have a direct link to the Gloucestershire Economic Growth Joint Committee Senior Officer Group and the Committee itself, as the principal economic co-ordination forum. This will allow oversight at Leadership Gloucestershire across the whole recovery response, ensuring wider links to other County Council priorities such as communities and health.



**Spatial and Sector Focus**

The table below begins to set out the role of the County Council with regards to the multiple layers of C-19 recovery planning across stakeholders and sectors. It seeks to clarify the nature of activity and the leadership role the County Council must play in each set of relationships. This may change over time and will evolve as transition planning moves forward.

Focus/Level	Core Purpose	GCC Activity at that Level
County-wide	<ul style="list-style-type: none"> <li>• Overall strategy setting with LEP, building on sector strengths, coordination of activity and identification/monitoring of outcomes and recovery metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring a clear focus across partners on a single vision, focusing on sectoral strengths such as manufacturing, aviation</li> <li>• Data/business intelligence analysis</li> <li>• Data dashboard and regular analysis of a SWOT</li> <li>• Development of logic chains</li> <li>• Fortnightly working group/transition meeting feeding into LEP Task Force</li> <li>• Governance to provide oversight/co-ordination</li> </ul>
Localities	<ul style="list-style-type: none"> <li>• Identification of particular spatial geographies (City Region) which builds on existing strengths and weaknesses as well as key clusters and long-term ambitions</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a plan across the City Region which focuses on high value sectors and the resilience of core industries</li> </ul>



District, Borough and City Council	<ul style="list-style-type: none"><li>• Support but allow space for the emergence of locality plans reflecting community priorities</li></ul>	<ul style="list-style-type: none"><li>• Effective layering with overarching County plan</li><li>• Data and business intelligence sharing</li><li>• Additional capacity needs/input</li></ul>
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<b>Report Title</b>	<b>GCC Covid-19 Response &amp; Approach to Recovery</b>
<b>Statutory Authority</b>	Most statutory duties of Gloucestershire County Council in scope
<b>Relevant County Council policy</b>	Looking to the future, Council Strategy 2019-22 Most County Council policies in scope
<b>Resource Implications</b>	The Council has currently received £27.7m for the implications of dealing with Covid-19. Regular monthly financial monitoring is being undertaken to review the costs incurred and the impact of revised activity.
<b>Sustainability checklist:</b>	
Partnerships	GCC continues to work proactively with our partners on both response and recovery through the Local Resilience Forum (LRF) structure
Decision Making and Involvement	Consultation will be undertaken on individual reinstatement plans where appropriate
Economy and Employment	The pandemic and lockdown have had a significant impact on the economy, despite measures taken to support businesses, employers and individuals. Recovery plans will include a focus on economic recovery
Caring for people	During the response phase, services supporting the most vulnerable have been maintained, with changes in service delivery to manage risk where require
Social Value	Significant community capacity has been mobilised during the response phase and consideration will be given to providing ongoing support and input to plans to maintain this activity
Built Environment	Consideration to be given to 'building back better' from the positive changes during lockdown, including changes in the way people travel and work
Natural Environment' including Ecology (Biodiversity)	Impact on the natural environment, e.g. through increased visits to open space and countryside to be considered through the LRF structure and the Local Nature Partnership (LNP)

Education and Information	We will keep stakeholders informed through the LRF communications cell and GCC communications and engagement activity
<b>Tackling Climate Change</b>	Carbon Emissions Implications? Positive Vulnerable to climate change? No
<b>Due Regard Statement</b>	Has a Due Regard Statement been completed? No
<b>Human rights Implications</b>	Consultation with stakeholders will be undertaken on individual activities where appropriate
<b>Consultation Arrangements</b>	On an activity by activity basis