

Policy Committee

Thursday, 15 July 2021 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
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| 1 | Minutes of the last meeting of Policy Committee held on 17 June 2021 | 1 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | The National Rehabilitation Centre - Update | 5 - 8 |
| 5 | COVID-19 Update Report | 9 - 20 |
| 6 | COVID-19 Recovery Framework | 21 - 54 |
| 7 | Smarter Working - Hybrid Working Strategy for the County Council | 55 - 68 |
| 8 | Work Programme | 69 - 72 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting POLICY COMMITTEE

Date Thursday 17 June 2021 (commencing at 10.30 am)

membership

Persons absent are marked with 'A'

COUNCILLORS

Ben Bradley (Chairman)
Bruce Laughton (Vice-Chairman)

Chris Barnfather - **A**
Richard Butler
Neil Clarke
John Cottee
Jim Creamer
Boyd Elliott
Kate Foale
Glynn Gilfoyle
Keith Girling

Richard Jackson
Philip Owen
David Shaw
Helen-Ann Smith
Tracey Taylor
Michelle Welsh
Gordon Wheeler
Jason Zadrozny

SUBSTITUTE MEMBERS

Mike Adams substituted for Chris Barnfather.

OTHER COUNCILLORS IN ATTENDANCE

Mike Pringle

OFFICERS IN ATTENDANCE

| | |
|-------------------|------------------------------|
| Anthony May | Chief Executive's Department |
| Marjorie Toward | |
| Nigel Stevenson | |
| Angie Dilley | |
| Michael Higginson | |
| James Silverward | |
| Keith Ford | |

| | |
|--------------|------------------|
| Adrian Smith | Place Department |
| Derek Higon | |
| Matthew Neal | |

1 APOLOGIES FOR ABSENCE

Councillor Chris Barnfather gave apologies (other reasons) – Councillor Mike Adams attended as his substitute.

2 DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS.

No interests were declared.

3 CHAIRMAN AND VICE-CHAIRMAN

RESOLVED: 2021/037

That the appointment by Full Council on 27 May 2021 of Councillor Ben Bradley MP and Councillor Bruce Laughton as Chairman and Vice-Chairman respectively of Policy Committee be noted.

4 TERMS OF REFERENCE AND MEMBERSHIP

RESOLVED: 2021/038

That the Committee's membership and terms of reference be noted.

5 MINUTES

The Minutes of the last meeting of Policy Committee held on 21 April 2021, having been previously circulated, were confirmed and signed by the Chairman.

6 MINUTES

The Minutes of the final meeting of Improvement and Change Sub-Committee held on 22 March 2021, having been previously circulated, were confirmed and signed by the Chairman.

7 THE COUNCIL PLAN AND RESIDENT AND STAKEHOLDER ENGAGEMENT

RESOLVED: 2021/039

That an engagement exercise be undertaken with residents and stakeholders on the long-term vision and immediate recovery priorities for Nottinghamshire to inform the development of the Council Plan, with the costs of up to £50,000 to be met from the General Contingency budget subject to approval from the Finance Committee.

8 LOCAL AUTHORITY REMOTE MEETINGS: CALL FOR EVIDENCE

During discussions, Members requested that the following changes be made to the draft consultation response:-

- Question 5 – that the following options be selected as further applicable disadvantages of remote meeting arrangements:
 - ‘It is more difficult to provide effective opposition or scrutiny in a remote format’;
 - ‘Some find it more difficult to read documents online than in a physical format’;
 - ‘It might enable democratically elected members to live and perform their duties outside their local area on a permanent basis, therefore detaching them from the communities they serve’.
- Question 5 – Other - that the response in this category should specify
 - informal discussions with the public, Council officers and other Councillors are less enabled through remote working;
 - the need for attendees to be sat in appropriate private areas in order to maintain confidentiality during exempt agenda items;
 - the potential for lobbyists and protestors to gather outside of Councillors’ homes if it is known that they are attending live broadcast meetings from their own address.

RESOLVED: 2021/040

That the Council’s response to the Government’s call for evidence on remote meetings, as detailed in appendix A to the committee report, be agreed subject to the changes requested by Members at the meeting.

9 LEVELLING UP FUND PROPOSALS

In response to a request from Members that a list of the various funding posts currently available and the bids made by the County Council and District and Borough Councils, officers agreed to share relevant information currently known. It was underlined that this list may not be definitive, in terms of partners’ bids, but that the Economic Prosperity Committee, which would be Chaired by the County Council from September 2021 onwards, would be an appropriate vehicle for co-ordinating such bids.

RESOLVED: 2021/041

- 1) That the £27,000 bid development contribution be approved.
- 2) That the County Council, as the relevant Highway Authority, confirms its formal support for the Newark and Sherwood District Council Southern Link Road LUF Bid.

10 THE UK COMMUNITY RENEWAL FUND (UKCRF)

RESOLVED: 2021/042

- 1) That a bid be submitted to Central Government for UKCRF support for Nottinghamshire, comprising the nine projects as referenced in the exempt appendix to the committee report.

- 2) That the Council agrees to 'overbid' to the UKCRF against the notional £9m that had been made available for the three Priority Places within Nottinghamshire.
- 3) That a funding requirement of up to £30,000 be set aside from the Major Programmes delivery work budget to enable the submission of the bid.
- 4) That the additional expenditure referenced in paragraph 16 of the committee report be approved and authority be delegated to the Corporate Director, Place, in consultation with the Section 151 Officer and the Chairman of Finance Committee, to approve the process and terms, including consideration of any wider financial implications of managing a successful bid.

11 WORK PROGRAMME

In response to a query from Members, officers gave assurance that previous items that had been scheduled for Policy Committee had been redirected to the most appropriate committee following the recent changes to the Council's committee system and subsequent changes to Policy Committee's Terms of Reference (whereby not all policies would need final approval by Policy Committee).

RESOLVED: 2021/043

That no amendments were required to the work programme.

12 EXCLUSION OF THE PUBLIC

RESOLVED: 2021/044

That the public be excluded for the remainder of the meeting on the grounds that the discussions were likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

13 THE UK COMMUNITY RENEWAL FUND (UKCRF) – EXEMPT APPENDIX

RESOLVED: 2021/045

That the information contained in the exempt appendix be noted.

The meeting closed at 12.20 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

THE NATIONAL REHABILITATION CENTRE - UPDATE

Purpose of the Report

1. To provide members with an update on the ongoing development of the new National Rehabilitation Centre (NRC).

Information and Advice

2. The National Rehabilitation Centre is being developed at the Stanford Hall Rehabilitation Estate near Loughborough with the opening planned for Summer 2024. Nottingham University Hospitals Trust is the NHS sponsor and leads the NRC Programme.
3. The Council's Chief Executive is a member of the NRC Programme Group, representing the County Council and the Midlands Engine.
4. The Programme Director for the Centre, Miriam Duffy, provided an introduction to the NRC at the Policy Committee meeting of 30th September 2020 and will attend this meeting remotely to outline the latest update with progress (see **Appendix**) and to respond to Members' queries.

Other Options Considered

5. None – the Committee has previously agreed to receive updates on the Centre.

Reason/s for Recommendation/s

6. To update Members on this new programme and underline the Council's support for the development of this national facility.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below.

Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

8. There are no direct financial implications arising from this report.

RECOMMENDATION/S

- 1) That Members consider the latest update and decide whether any further information is required at this stage.
- 2) That the Committee welcomes the ongoing progress with the development of the Centre and supports the revised timetable.
- 3) That a further update report be provided to a future meeting of Policy Committee.

Leader of the Council

For any enquiries about this report please contact:

Miriam Duffy, NRC Programme Director

Constitutional Comments (KK 06/07/2021)

9. Policy Committee is the appropriate body to consider the content of the report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

Financial Comments (SES 06/07/2021)

10. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

National Rehabilitation Centre

Update report

1. **Project Milestones:** The National Rehabilitation Centre programme submitted the Outline Business Case (OBC) for the NRC on 29th January 2021. This was in line with the project milestones and in accordance with NHS capital business case process. The OBC was submitted to NHS EI ahead of the joint review process with Department of Health and Social Care.
2. **New Hospital Programme:** In December 2020 the NRC was confirmed as one of the 40 new hospitals to be built by 2030 in the New Hospitals Programme (NHP). There are two waves of this programme with 8 large and 6 small schemes being reviewed in the first wave. The NRC is in the first wave of capital draw down for the NHP programme. The NHP programme has involved a new series of approvals and reviews of the OBC with some further work required against new criteria. Once approved the NHP and the NHS EI review process will come together to review the NRC case at the Joint Investment Committee. The NRC Programme Director is pushing for this to happen in July but as yet this is not confirmed.
3. **Building design:** NRC programme team have completed the detailed design stage for OBC for the internal design of the building and the schedule of accommodation. This was checked and challenged by a health care planner, along with the clinical teams and patients. Architects worked closely with the clinical and academic teams to provide a highly integrated and interactive space where patients participate in research whilst completing their rehabilitation programmes. Best practice design was taken from a number of rehabilitation centres around the world. NRC team are confident that the design of the building will facilitate patients to be as independent as possible combining digital and physical solutions to this.
4. **Digital Strategy:** A detailed digital strategy has been developed in two main ways for the NRC. Firstly, to support Carbon Net Zero and energy efficiency in the building and secondly with Assistive Technology to promote independence with wearables such as environmental controls.
5. **Enabling works:** Enabling works on site continue with the Section 278 process. The Developer, BS Stanford, the company who runs the estate will submit this application. This will allow the road junction, bell mouth entrance and the access road to the site to be built. All of this is important to enable construction of the NRC to start on time. It has been funded through early draw down of the £70m allocated for the scheme.
6. **Additional cost pressures:** There have been additional cost pressures on the NRC project taking the total cost to £89.1m. The increases in cost relate to the new government target for Carbon Net Zero (£4.1m) increased space following public consultation and some additional requirements to enable patients to transfer as early as possible in their journey.
7. **Funding:** As agreed in the Autumn Budget of 2018 the allocated £70m to the NRC scheme is to build the clinical capacity for the NRC. The NHP has indicated there may be a further £11m of funding due to additional cost pressures described. This leaves a £9m capital gap.
8. **The Timeline:** The overall timeline has now changed again due to the NHP review process. Inclusion in the National Programme is important but has caused a delay of between 4-6 months depending on when the case is reviewed at the joint investment committee.
9. **Conclusion:** Significant progress has been made on the NRC programme since the last policy committee update with reconfirmation of the governments support for the NRC through the NHP. The timeline has been extended due to inclusion in the NHP review but the NRC programme team are working on mitigations to this delay.

REPORT OF THE LEADER OF THE COUNCIL

COVID-19: UPDATE REPORT

Purpose of the Report

1. To update Members on the impact of the Coronavirus crisis on the work of Nottinghamshire County Council, and the Council's response and recovery planning.

Information

2. This report is an update on Nottinghamshire County Council's (NCC) response to the coronavirus emergency. Five programmes of work are managing the response to the emergency both corporately and with partners county-wide. These are: -
 - Support for Vulnerable Adults
 - Support for Vulnerable Children and Families including Schools
 - Community Support and Resilience
 - Support for Business and the Local Economy
 - Corporate Resilience
3. This report provides an update on activity within these programmes, excluding 'Support for Business and the Local Economy' which is covered under a [report to the Economic Development and Asset Management Committee](#) in June 2021.
4. The information contained in this report is correct at the time of writing but may have changed subsequently, due to the changing nature of the emergency and government guidance. Where this is the case, updated information will be shared with Members at the Committee meeting.

Support for Vulnerable Adults

Continued response to COVID-19 and plans for recovery

5. At the Adult Social Care and Public Health Committee in June 2021, the service arrangements required to sustain the delivery of the Local Outbreak Plan for Nottinghamshire County Council for the next two years were approved. The Plan is led by Public Health but supports all Council services and the wider system with outbreak management and the ongoing COVID-19 response. The Local Outbreak Management Plan was first published in June 2020, following notification that upper tier local authorities would take on responsibility for the management of local outbreaks. The Plan was refreshed in March 2021 in response to publication of the national roadmap for easing of lockdown restrictions and the updated national Contain Framework. The refreshed Plan was approved by the COVID-19 Resilience, Recovery and Renewal Committee in March 2021; it outlines how the local authority will discharge key elements of the local outbreak response in accordance with the national Contain Framework.

6. The Adult Social Care and Health department is continuing to respond to the pandemic although much of the emergency planning and crisis work has now been stood down and the department is starting to implement recovery plans. The approach to recovery has included scenario planning for the next 12 months given the continued uncertainty associated with COVID-19, taking into account the impact and associated risk for the people that the Council supports and the population as a whole; the workforce, departmental performance, finances, and partnerships. The department's delivery plan for recovery will support actions to reset, recover and transform service delivery, as well as implement plans to support the well-being of the workforce.
7. In November 2020 the COVID-19 Taskforce was set up to support the social care market, in particular those services that experienced significant outbreaks which then impacted on service delivery and workforce. This multi-agency group of partners met daily to ensure that there was an overall understanding of where the risks and issues were in the social care market. At the height of the outbreaks in December/January 2021 there were over 100 services that were being supported by the Taskforce; more recently the number had reduced to zero and at the time of writing there are four care homes experiencing a COVID-19 outbreak. The Taskforce has responded to this and the meetings have stepped down to fortnightly. This group can at any point step back up again to support the market and the meetings now focus on supporting services to recover and also support any changes to guidance which impact on service provision and delivery.
8. The department is currently reviewing a support service for care homes that was established in November 2020. This support service consists of a group of care staff, employed by the Council, who have volunteered to support external care homes during an emergency situation, whether it be COVID or quality related issues. This support was set up to respond to extreme circumstances when a care home's workforce was impacted to the level where urgent staff would be needed to keep a service safe. Whilst the situation with the outbreaks in Nottinghamshire has improved, the department continues to provide ongoing support in relation to monitoring risks in respect of the workforce, quality and financial viability.

Vaccine uptake and vulnerable adults

9. In relation to vaccination of the social care workforce, those eligible include people working for local authorities, commissioned by local authorities and other providers where staff provide close personal care to those people most at risk in relation to COVID-19. In Nottinghamshire this is close to 10,500 people. The vaccinations for staff started in January 2021 and the vaccination rates compare favourably with rates across the country. As at 30 June, 92% of the internal workforce had received their first dose vaccination and 88% are known to have received a second dose vaccination. Take up of first dose vaccinations for the independent sector care provider workforce (including Supported Living, Housing with Care and Home Based Care) is currently at 76.8%; however the first and second dose vaccination data for this workforce has now transferred to the Department of Health and Social Care Capacity Tracker and work is underway to reconcile this data with what is held locally. More robust data on the independent sector social care workforce will be available for the next update. The Council will need to consider the implications of the newly announced requirement for people who work in care homes to be vaccinated.
10. There continues to be lower take-up of the COVID-19 vaccination offer among certain ethnic groups and in more deprived communities of the county. A system-wide response remains key to addressing these inequalities across Nottinghamshire, working together across the

Integrated Care Systems (ICS) and Integrated Care Partnerships (ICP), with District, Boroughs, Community Voluntary Service (CVS) and other partners. A number of inequalities task groups have been established to drive this work forwards. This includes a vaccination bus deployed to target areas of lowest uptake in recent weeks and bespoke communications have been developed across agencies to encourage take-up. There has also been targeted work to increase uptake among carers, those clinically extremely vulnerable (CEV) and pregnant women. A roving team continues to vaccinate care home residents and staff, although this is now part of a “mop up” programme as all care homes across the County have been offered second doses. The team also continue to visit those who are housebound.

11. To complement messages from health and local government there have been a number of initiatives such as pop-up clinics in community settings and primary care and targeted social media resources. A Super Weekend in June over 12th and 13th June offered people walk-in vaccinations at the Forest Recreation and Mansfield sites. These clinics were accompanied by targeted social media and door knocking by local vaccination champions within specific areas of low uptake. Across the weekend 2,430 people attended who had not otherwise booked a vaccination appointment – 528 of these visited the Mansfield site.
12. This was followed by a national ‘Big-Vax-the-Nation’ weekend 25th – 28th June offering walk in vaccinations at sites across England. Over this weekend nearly 6,000 people took up the offer across Nottinghamshire for a first or second dose. Walk-in appointments will continue to be available in Nottingham and Nottinghamshire subject to availability and work continues in Bassetlaw to maximise uptake.
13. Work is now underway to coproduce and tailor messages for young people as the COVID-19 vaccination offer is extended to younger age groups.

Support for Vulnerable Children and Families including Schools

Early Years, School and College Settings

14. As of 8 March 2021, all pupils were able to return to school and therefore most pupils are now attending onsite. The Fair Access team has engaged with schools and families to provide support and ensure pupils are accessing education when they have not returned to school sites. During the summer term Nottinghamshire’s school attendance has remained in-line with the national average of approximately 91-93%. On the 24th June 2021 5% of pupils were not attending school due to COVID-19, as they had tested positive or were isolating due to being a contact inside or outside of school, with these pupils receiving home learning provision, this was the same nationally.
15. Headteachers, and all staff, supported by their governing bodies have continued to ensure that all children have continued their learning despite the ongoing challenge of bubble closures and the need for children to learn at home as a result of self-isolating. Access to national online resources, such as through the Oak Academy, has supplemented the online learning delivered by Nottinghamshire schools. The Government has produced guidance to support schools with end of term planning including transition days and sports days. Schools have been reminded, however, that all these events must be rigorously risk assessed given the increasing numbers of children and young people testing positive for COVID-19 at this time.
16. The NottAlone web site will launch in September 2021, providing local mental health information and advice for children, young people and professionals. This web site has been developed by a team involving local young people, parents, carers, school staff and multi-

agency professionals including Nottinghamshire Education Learning and Skills staff. Schools are urged to apply for the Department for Education (DfE) Senior Mental Health Lead Grant and Training from September 2021. The NottAlone team is applying to offer this DfE approved training for senior mental health leads thus ensuring that the materials are tailored and contextualised to local need.

17. The Department for Education has provided funding to NCC to coordinate delivery of the [Holiday Activity and Food \(HAF\) programme](#) for Easter, Summer and Christmas school holidays 2021, targeting Children and Young People aged 5 to 16 who are eligible for free School Meals. NCC will be funding a hybrid delivery model to ensure maximum coverage within the community, including funding for schools who can provide HAF sessions by adapting existing or planned Summer clubs. This means that schools running summer holidays school programmes and catch-up sessions, can access additional funding via the HAF programme.
18. The COVID Local Support Grant has been extended by the Department for Work and Pensions to cover the summer holidays. NCC has decided to use this funding to provide supermarket vouchers for children and young people eligible for free school meals or relevant funded childcare throughout the summer school holiday period. Currently there are over 23000 claimants of free school meals in Nottinghamshire.
19. As previously reported, the percentage of eligible 2-year olds taking up their funded childcare entitlements reduced during the pandemic. In the autumn term 69% of 2-year olds accessed provision compared to 80.42% in autumn 2019. Take up rates for spring term 2021 remained static at 68% following the full reopening of school led early years provision. Take up rates remain low in areas of greatest disadvantage with families still reluctant to send their children to an early years setting.

Vulnerable Children, Young People and Families

20. The Multi-Agency Safeguarding Hub (MASH) continues to operate an “urgents only by phone” service, due to a need to ensure there is sufficient staffing capacity to manage the numbers of enquiries received. All non-urgent safeguarding concerns can continue to be referred to the MASH via the online referral form or through email. During the latest lockdown between January and March the service saw a similar reduction in referrals to the MASH as that seen in the first lockdown in March 2020. Since the end of the latest lockdown, the MASH has seen an increase in referrals exceeding the level seen at the end of the first lockdown, putting more pressure on the service. This will continue to be monitored to understand the impact of this on the MASH and other service areas.
21. During the third national lockdown, weekly “strengths-based wellbeing” calls to all families receiving early help or social work support were reinstated. Evidence from children and families suggested many benefited from these weekly contacts. As restrictions have lifted, children have returned to school, and families have been able to re-connect with family and community networks it is recognised that not all families now require weekly ‘wellbeing’ calls. From 15th May 2021 it was agreed that practitioners and managers will use their professional judgment in agreeing which children and families continue to benefit from and need weekly wellbeing calls.
22. In line with government guidance, all families open to children’s social care continue to receive face to face contact following risk assessment, with appropriate social distancing measures and Personal Protective Equipment (PPE) if necessary. The demands on the children’s front

line workforce throughout the pandemic have been high and this will continue to be an ongoing challenge given that, as indicated in paragraph 20, referral rates are currently increasing as hidden harm in children is being exposed.

23. From 8 March 2021 all pupils should be attending their school or alternative education provision. The DfE has requested that social workers and schools work together to avoid the suspension or permanent exclusion of vulnerable children. The DfE has reiterated to schools that they should, as far as possible, avoid expelling any pupil with an education, health and care plan or a looked-after child.
24. In terms of staffing, there are fewer members of staff either self-isolating or absent from work due to COVID-19 than earlier in the year. Staff absence due to COVID-19 is not currently causing a disruption to service delivery.

Community Support and Resilience

Community Support Hub

25. As reported to Policy Committee on 13 May 2020, the Nottinghamshire Coronavirus Community Support Hub went live on 23 March 2020, and is accessible over the phone, via the Council website or the My Notts app. The Hub provides a real-time online database, accessible to all partners, which enables residents in need of support to input their postcode and requirements and be 'served up' with a list of local groups and organisations able to meet those needs.
26. The number of hits to the Hub website reduced gradually from a peak of around 1,000 a day down to 40 a day at the time of writing. This figure has risen and fallen in response to key moments in the pandemic, for example the introduction of further lockdowns or changes to tiered restrictions. This self-service part of the Hub has been able to deal with the vast majority of demand for help.
27. As at 28 June 2021, 1,450 more complex requests for support, requiring a partnership response, had been received since launching the second phase of the Hub. There are currently 278 voluntary groups, 163 individual volunteers, 87 charity organisations, 20 online community groups and 235 businesses offering support.

Specific cohorts being supported

28. Committee Members will recall that the Government had placed responsibilities on the local authority to give practical support to those identified as clinically extremely vulnerable (CEV), to help them follow government shielding advice. The advice to shield ended on 31 March 2021, and with it the statutory responsibility to offer support. By the end of March, 54,300 residents were classified as CEV, and had received offers of support from the Hub.
29. On the 1 April, a new duty was placed on the system by Government to offer practical support to those who are required to self-isolate (positive cases and their contacts). This has been accompanied by further government funding. This support offer was designed to overcome the barriers to self-isolation that were being reported, including the practical, social, and emotional consequences of self-isolation, such as:
- access to food and other essential supplies
 - not being able to carry out caring responsibilities

- practical tasks such as dog walking
- impact on mental health and wellbeing, including loneliness and boredom.

30. From the 1 April, NHS Test and Trace, as it had previously done, signposted people required to self-isolate to sources of help and further information. This included directing them to contact their local council if they required specific support and had no other means to access it. Where initial contact from NHS Test and Trace then suggested a person may have specific support needs that cannot be met in other ways, from 1 April, these cases are now referred through to councils through daily data feeds. The Hub is now required to make proactive contact to people flagged by NHS Test and Trace as having specific support needs, to offer help in accessing support.
31. During April, 25 cases were referred, which dropped to 12 for May. As of 28 June, 163 cases have already been referred, a significant rise in numbers. On making contact, few have transpired to have unmet needs, so demand is currently manageable within existing resources.
32. Further, an additional responsibility has been placed on the system to make contact with all CEV people asked to self-isolate, whether or not they have unmet support needs. It has only been possible to cross reference data sets to since 1 June, but in that period, 52 have been contacted.

Needs Assessment

33. As previously reported, the Council has initiated a review, with Local Resilience Forum (LRF) partner organisations, of the various groups of people requiring support, and the types of support required. Work is progressing to develop action plans. A [progress report](#) was reviewed by Communities Committee on the 10th June,. This set out some of the initial findings of groups in need, and proposed the establishment of the £1m COVID Partnership Social Recovery fund in order to help support the work to address needs created or exacerbated due to the pandemic.

Compact with the Voluntary and Community Sector

34. The partnership work undertaken throughout the pandemic has highlighted the importance and power of Public Sector and Voluntary and Community Sector organisations working closely together. To cement the relationships and new ways of working that have been formed through the work of the Hub, a [Compact](#) between Public Bodies and Voluntary and Community groups in the City and County has been developed. A [report on the Compact](#) was taken to Communities Committee on the 10th June, the County Council agreed to sign-up to the Compact. Partners across both sectors will now be being asked to take the Compact to their individual organisations for sign-up.

Corporate Resilience

Workforce

35. As previously reported, the Workforce Resilience and Recovery Group continues to oversee the Council's work on internal communication and engagement, employee health and well-being, reward and recognition and smarter working to ensure that the Council is prepared for whatever the future of work becomes as a result of the pandemic's impact. Regular

discussions continue with the recognised trade unions and the self-managed groups to provide a forum to raise issues and share information relating to the pandemic.

36. The results of the recent Workforce Check-in Survey have been published on the Council's intranet and the detail behind the analysis shared with the relevant Corporate Directors. The responses remain broadly positive from the previous survey undertaken in May 2020 but it is clear that there is a level of anxiety among the workforce about the potential return to office accommodation for those colleagues who have been working at home during the pandemic. The survey responses are being used to inform and develop what future working arrangements will be and how employees can be supported during the transition period up until autumn 2021. Further engagement events will take place over the summer months to ensure employees have the opportunity to comment on these developments and feel engaged and invested in planning the future of work longer term.
37. A new Hybrid Working Policy is being developed and is covered by a separate report on this agenda. This will be supported by a comprehensive range of guidance, toolkits and frequently asked questions to ensure our employees are supported and prepared for the future changes in how we work.
38. The Council continues to facilitate all its employees receiving the vaccine. In line with current national guidance, all members of the workforce are strongly encouraged to take up the offer to be vaccinated when they are contacted to do so. This is the best means of mitigating the ongoing risk presented.

Council Premises

39. As previously reported, the Property and Premises Recovery Group continues to meet weekly. The Group includes officers from across the Council looking to guide and support the safe use of Council premises during restrictions, both the central office estate and the operational portfolio, and providing safe reoccupation in accordance with Government guidance.
40. During lockdowns Council offices have remained open for staff who cannot deliver their services from working from home, or need to be in for welfare reasons, although the main message has remained for the majority of staff to continue to work from home where possible. In the light of the potential further lifting of restrictions targeted at 19 July 2021 the Group has been planning the phased reoccupation of offices thereafter based on priority need in the first instance over the summer with a more general return in the autumn as offices environments are adapted to suit a hybrid working model. The Group is working with services to understand the office environments that suit their future service delivery as it is clear this is not a one size fits all solution and the hybrid model will work differently across services but with standard central principles.

Disruption to Services

41. In order to adhere to government guidance on social distancing and release Council resources to support COVID-19 priorities, many public-facing service areas have faced disruption or closure. The current status of these services is outlined in the table below.

| Service | Status |
|----------------|---|
| Youth Services | The Youth Service has continued to deliver youth work to young people most in need through: |

| | |
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| | <ul style="list-style-type: none"> • Online Youth Work and a digital 4uth offer • Outreach and Youth Work Intervention within local communities • 1:1 youth work intervention • Youth work from our Young People's Centres to support groups of young people. Recent Government guidance now allows greater flexibility on group sizes, which in practice means that: <p>Under 18's - although there isn't a specified number limit for groups of under 18s, a decision has been made locally along with public health advice to increase group size to a maximum of 30 young people (plus staff, volunteers, and carers). This allows youth workers to take into consideration factors which affect the maximum group size, for example the size of the indoor space being used and how many young people can safely be accommodated whilst still operating in a COVID-safe way.</p> <p>Over 18's – the maximum groups size is 30 (plus staff, volunteers, and carers), this provision is targeted for vulnerable young people in support groups, who can meet indoors or outdoors. These sessions will be for specific groups of young people who have been invited and booked into youth work sessions.</p> <p>The Youth Service will remain responsive to an evolving situation, and operating plans will be refined as the circumstances and guidance change.</p> <p>In addition, the Youth Service is also coordinating the Department for Education funded Holiday Activity and Food programme, and are now planning delivery for the Summer holiday after a successful Easter holiday programme, which saw delivery to over 4,400 Children and Young People, with;</p> <ul style="list-style-type: none"> ○ Over 4,100 high quality food packs distributed, with support from Children Centres; along with activity packs and access to online activities and programmes to follow at home; ○ The Youth Service delivered tailored face to face sessions from our young people's centres to over 300 young people identified as vulnerable ○ The service distributed 300 food vouchers given to children and young people with specific dietary requirements. |
| Library Services | <p>Since 12 April libraries have reopened in line with national regulations, limited opening hours and capacity levels. Click and collect, home delivery and mobile library services are continuing to operate supporting those who are not able to visit library buildings. Access to computers for any purpose and study spaces is being provided by appointment at all sites. The 72-hour quarantining requirement for books returned was removed on the 24 May.</p> |
| Outdoor Education Services | <p>Outdoor education centres and residential centres are now all open for overnight stays and day visits for schools. Activity Clubs are being offered for the summer Holidays at the Mill Adventure Base, alongside supporting the Holiday Activity and Food programme. Duke of Edinburgh groups have resumed with meeting up face to face, with training expeditions underway.</p> |

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| | Public based activity days are being offered this August at Sherwood Forest Country Park. Planning is also underway for the Shadow Event in October at Sherwood Forest Country Park. |
| School Swimming | <p>The schools Swimming Service resumed all swimming across the county week commencing 19th April 2021. We have seen a 92% take up of schools returning back to undertake school swimming sessions. 10 schools have booked additional or 'top-up' sessions this term to make up for sessions that have been missed during lockdown.</p> <p>The service has resumed the Bridging Club sessions (for children and young people with disabilities), and the Little Swimmers (babies) sessions will resume in the Autumn term due to present changing room restrictions.</p> |
| Day Services | <p>As COVID measures remain in place, NCC Day Services continue to deliver a hybrid range of activities from buildings outreach and 1:1.</p> <p>The overall capacity of buildings remains reduced because of social distancing requirements. Plans for recovery of the service will increase capacity when guidance permits. Safe systems of work and infection prevention control measures will remain in place proportionate to community transmission and national guidance. This service continues to provide vital respite for carers and opportunities for people to concentrate on their aspirations engage in activity outside the home and remain independent and living well in Nottinghamshire.</p> |
| Country Parks and green spaces | <p>Country Parks and their facilities are currently open in line with the Government's COVID-19 Roadmap. In light of the announcement of the delay to Step 4 of the relaxation of restrictions on the 14th June, some limitations on hospitality and events will remain in place, as per Step 3 of the COVID-19 Guidance, until at least the 19th July. These restrictions will include social contact limits on outdoor (30 people) and indoor (the rule of 6 or 2 households) gatherings, with any exceptions stipulated in the Guidance. To help prevent the spread of coronavirus cases, Nottinghamshire residents are still being asked to abide by COVID-Secure social distancing and hygiene guidance when they visit our green space sites or public attractions, including Country Parks.</p> <p>Country Parks and Green Space arrangements will be reviewed and managed in accordance with the Government's staged approach to the relaxation of restrictions.</p> |
| Children's Centres | <p>All 17 main Children's Centre sites remain open Monday to Friday and satellite sites open to host targeted face to face appointments and support groups as and when required. Prearranged appointments and group sessions are provided on site with activities also being undertaken outdoors and in family homes where it is safe to do so. Universal services resumed again at the end of June and families will be asked to reserve places so numbers and social distancing can still be maintained.</p> <p>All buildings are COVID secure and external partners continue to provide clinics and targeted services on site including midwifery clinics, health screens and assessments and social care contact work.</p> |
| Recycling Centres | All 12 of our recycling centres for household waste currently remain open. Residents visiting the West Bridgford site will need to make an appointment in advance |

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| Registration Services | Main Registration Offices and some smaller offices are open to the public for essential functions. In-person registration of birth and notice of marriage appointments are available on a limited basis with COVID-safe procedures. The registrations of still births and deaths continues to be permitted by telephone using easements under the Coronavirus Act 2020. Marriage and civil partnership ceremonies are available, subject to the Government's restrictions and social distancing measures. |
| Music Teaching | Services continue to operate in agreement with individual schools. |
| Education Library Service | Services continue to operate in agreement with individual schools. Bookable teacher visits to the showroom recommenced on the 12 April. |
| Inspire learning study programmes | Young people are now able to access the study programme face to face. |
| Inspire learning adult education programme | A full range of courses currently being provided online. Face to face and blended courses will be programmed for the 2021 autumn term. |
| Archives | Online enquiry, research and reprographic services remain available. Visit to archives are by appointment. |

Other Options Considered

42. The nature of the Coronavirus emergency is such that the Council has reviewed its priorities and use of resources to address the most critical needs of Nottinghamshire's residents. The Council must also comply with relevant Government guidance and meet its statutory duties as required during the emergency.

Reason for Recommendations

43. To update members on the Council's ongoing response to the Coronavirus emergency.

Statutory and Policy Implications

44. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

45. All Local Authorities are required by the Ministry for Housing, Communities and Local Government to report the forecast financial impact of the COVID-19 emergency on a monthly basis. The most recent submission, DELTA 14, was submitted on June 26, 2021.

46. The additional pressures on the 2021/22 budget are offset by general COVID-19 grant allocations received from Central Government, and a range of additional specific grants and allocations to offset lost income.

47. Reports setting out the latest forecast position, including the impact of COVID-19 on income and additional costs, will continue to be presented to Finance Committee on a regular basis.

Safeguarding of Children and Adults at Risk Implications

48. The safeguarding of vulnerable children and adults is at the centre of decision making around operating models and reopening of services in Children's and Adults services and services continue to operate with the same standards of care.

Implications for Service Users

49. While there continues to be some disruptions to services through the Council's response to COVID-19, the aim has been to maintain the welfare and safety of all services users at all times.

RECOMMENDATIONS

- 1) That Members endorse the continuing efforts of services to ensure effective service provision during the ongoing COVID-19 pandemic.
- 2) That Members consider the issues contained within the report.
- 3) That Members agree to receive a further update at the September meeting.

Councillor Ben Bradley MP
Leader of the Council

For any enquiries about this report please contact:

Derek Higton
Service Director, Transformation and Change
0115 9773498

Constitutional Comments (AK 18/06 2021)

50. This report falls within the remit of Policy Committee by virtue of its terms of reference.

Financial Comments (SES 18/06/2021)

51. There are no specific financial implications arising directly from this report.

52. All Local Authorities are required by the Ministry for Housing, Communities and Local Government to report the forecast financial impact of the COVID-19 emergency on a monthly basis. The most recent submission, DELTA 14, was submitted on June 26, 2021.

53. The additional pressures on the 2021/22 budget are offset by general COVID-19 grant allocations received from Central Government, and a range of additional specific grants and allocations to offset lost income.

54. Reports setting out the latest forecast position, including the impact of COVID-19 on income and additional costs, will continue to be presented to Finance Committee on a regular basis.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Progress on the COVID-19 crisis Economic Recovery Action Plan, Economic Development and Asset Management Committee, June 2021
- Establishment of the COVID-19 Partnership Social Recovery Fund, Communities Committee, June 2021
- Compact between Public Sector Bodies and the Voluntary and Community Sector in Nottinghamshire, Communities Committee, June 2021

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL

COVID-19 RECOVERY FRAMEWORK

Purpose of the Report

1. To seek Committee's approval for the Council's COVID-19 Recovery Framework.

Information

2. The COVID-19 Recovery Framework, which can be found at Appendix A, has been developed as a reference document for Members and stakeholders and seeks to describe in one document the full extent of the structures and approaches the Council has in place to manage the ongoing impact of the COVID-19 pandemic on the county of Nottinghamshire and Nottinghamshire County Council.
3. As steps are being taken to ease the country out of the current regime of social distancing and restrictions, efforts to support recovery from the far-reaching impacts of the pandemic on communities, the economy and the County Council as an organisation have begun. However, uncertainty as to the evolution of the virus and the level of threat posed by new variants remains. This Framework demonstrates the flexible structures that are in place that are allowing the Council to prepare for and respond to changing needs.
4. In particular, this framework maps:
 - the structures the Council has in place internally and with partners to remain responsive to the pandemic through 2021/22.
 - the potential scenarios the Council could face in the coming months depending on the evolution of the virus.
 - how the organisational and socio-economic impacts of the virus are being analysed and understood to inform the Council's response and recovery planning.
 - how the Council's learning from the pandemic will be captured and embedded into future ways of working.
 - considerations for the long-term changes necessary to live with COVID-19 as the virus becomes endemic.

5. The Framework makes reference to the Economic Recovery Strategy and the role the County Council has to play in supporting the reopening of the economy, including efforts to restore the most impacted business sectors and encourage residents to shop local and make the most of Nottinghamshire's services, shops and leisure attractions.
6. This Framework underpins and paves the way for the new Council Plan that will be published in Autumn 2021. The Council Plan will map the steps the Council will take to support the immediate and long-term recovery priorities for the County. The priorities in the Council Plan will be based on the analysis of the impact of socio-economic impact of COVID-19 on Nottinghamshire's communities and engagement with residents and stakeholders. This will ensure that the Council directs its resources towards those activities that will make the most difference to residents and businesses and that our recovery efforts work towards achieving our long-term aspirations for Nottinghamshire.

Other Options Considered

7. This framework provides clarity on the response structures and approaches that are in place to respond and recover from the COVID-19 pandemic. No other options have been considered.

Reason/s for Recommendation/s

8. Approval of the COVID-19 Recovery Framework is sought as it demonstrates how the County Council, alongside its partners has appropriately planned to manage the ongoing impact of COVID-19 on communities and the County Council, as well as the steps that will be taken to support recovery.

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

It is recommended that the Committee:

- 1) Approves the COVID-19 Recovery Framework, which outlines the support structures and flexible approaches to managing the uncertainty of the COVID-19 pandemic through the remainder of 2021/22.

Councillor Ben Bradley MP
Leader of the Council

For any enquiries about this report please contact:

Derek Higon
Service Director, Transformation and Change
0115 9773498

Constitutional Comments (AK 18/06/2021)

10. This report falls within the remit of Policy Committee by virtue of its terms of reference.

Financial Comments (SES 18/06/2021)

11. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All



**Nottinghamshire
County Council**



COVID-19 Recovery Framework

2021-22

This framework will consider the ongoing impact and management of the COVID-19 pandemic on the **county of Nottinghamshire** and **Nottinghamshire County Council**.



Foreword

The COVID-19 pandemic has caused unprecedented challenges across the entirety of Nottinghamshire. The impacts have been varied and far-reaching and for many have led to personal grief and loss. In the face of the difficulties that we have all had to bear, it is to the credit of our residents, local partnerships, services and businesses that we have addressed these challenges together, and I have been struck by the generosity, kindness, hard-work and determination that has been shown by communities, voluntary organisations and public services as we have worked together to support one another and protect our most vulnerable.

Now, as the Government's roadmap continues to allow for the country to be eased out of lockdown, many are looking forward to the time when normal life will return. We know however that the virus can be unpredictable. The emergence of new variants shows that we need to be prepared for any scenario. This COVID Recovery Framework demonstrates that Nottinghamshire is well prepared, with experienced partnership response structures in place ready to be scaled up or down as the virus evolves, to protect and support our communities.

At the same time recovery and renewal processes have begun. Whilst in some instances this means a return to much missed ways of life, the new opportunities that have emerged through COVID-19 offer unparalleled opportunities to build back better and stronger than before. This will be vital as we support our communities and economy to recover and work towards a more resilient future for Nottinghamshire. It is within this spirit that Nottinghamshire County Council will continue to foster strong working relations with key partners and stakeholders, old and new, to ensure our County emerges from the crisis stronger for the future.



Councillor Ben Bradley
Leader of Nottinghamshire
County Council

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Introduction

This framework will consider the ongoing impact and management of the COVID-19 pandemic on the county of Nottinghamshire and Nottinghamshire County Council. In particular, this framework maps:

- the structures the Council has in place internally and with partners to remain responsive to the pandemic through 2021/22.
- the potential scenarios the Council could face in the coming months depending on the evolution of the virus and the success of control measures.
- how the organisational and socio-economic impacts of the virus are being analysed and understood to inform the Council's response and recovery planning.
- planning for the short, medium and long-term measures that will be taken to recover from the societal and organisational impacts of COVID-19 in the context of the Council Plan 2021-25, including how the Council's learning from the pandemic will be captured and embedded into future ways of working.
- considerations for the long-term changes necessary to live safely and confidently with COVID-19 as the virus becomes endemic.



Continuing Partnership Response

The County Council has been working closely with its partners to provide an effective response to the COVID-19 pandemic. The response structures in place are outlined below.

Local Outbreak Management Plan

The [Local Outbreak Management Plan](#) for Nottinghamshire County Council was first published in June 2020, following notification that upper tier local authorities would take on responsibility for the management of local outbreaks. The Plan was refreshed in March 2021 in response to publication of the national roadmap for easing of lockdown restrictions and the updated national [Contain Framework](#). The refreshed Plan was approved by the COVID-19 Resilience, Recovery and Renewal Committee in March 2021.

Underlying the Local Outbreak Management Plan is the evidence that, even with the widespread uptake of effective vaccines, COVID-19 is likely to be in circulation for the next couple of years and that vaccines alone are unlikely to be sufficient to entirely manage the hazard this presents. Therefore, arrangements must be made which enable people, employers, education and civic society to manage risk without repeated reversion to wide scale lockdowns. The Local Outbreak Management Plan identifies these arrangements to enable people in Nottinghamshire to live with COVID-19 in a way that is safe and confident. The Plan will be subject to review in the light of emerging evidence.

The Plan also outlines how the local authority will discharge key elements of the local outbreak response in accordance with the national Contain Framework, including:

- Outbreak management in higher-risk settings, communities, and locations e.g. care homes, prisons, hospitality, hospitals, education, and homelessness settings
- Responding to variants of concern (VOC)/variants under investigation (VUI)
- Data and surveillance
- Community testing
- Contact tracing and enhanced contact tracing, in partnership with Health Protection Teams.
- Support for self-isolation
- Support for vulnerable people and underserved communities, including the clinically extremely vulnerable (CEV)
- Compliance and enforcement
- Communications and engagement, including community resilience
- Interface with the vaccine roll out, including plans to tackle disparities in vaccination take-up.

In addition, the Plan details the partnership structures and governance involved in its delivery, based within the Local Resilience Forum and including working closely with Public Health England, the local NHS, Nottinghamshire Police, Nottinghamshire Fire & Rescue and other partner agencies.

To sustain the delivery of the Local Outbreak Management Plan, in the medium term, a dedicated [COVID-19 response service](#) has been established within Public Health. This service will provide capacity to sustainably deliver the full range of outbreak response elements during periods where incidence of cases and outbreaks remain relatively low. Surge capacity will be accessed from within the Public Health division and other teams if the incidence of cases or outbreaks increases, in order to maintain an effective response. A review will take place every six months to assess the current situation and likely ongoing need.



Alongside protecting health and minimising avoidable disruption to the local economy, schools and civic life, the service will also enable the Nottinghamshire County Council Public Health Team to re-engage with key agendas.

Vaccination>

The [UK's COVID-19 vaccination delivery plan](#) sets out the national strategy for the supply, prioritisation and delivery of vaccines to the population. Nottingham & Nottinghamshire Clinical Commissioning Group and Bassetlaw Clinical Commissioning Group are responsible for the delivery of the vaccination programme across the County.

Nottinghamshire County Council plays an important role in supporting the vaccination programme, including supporting the vaccination of frontline social care workers, supporting communications and community engagement, supporting the uptake of vaccinations across all equalities groups and supporting the future delivery of the programme within core infrastructure.

It is anticipated that in Autumn 2021 some groups may need to be revaccinated to ensure that they maintain a high level of immunity against existing or newly emerging variants of COVID-19. The scope and delivery approach for this has yet to be determined but the local authority will wish to be assured of these arrangements and to contribute to addressing any inequalities in uptake as part of the authority's statutory duty to promote the preparation of appropriate local health protection arrangements.

Support for the most vulnerable >

The health and wellbeing of Nottinghamshire's residents is of the utmost importance now more than ever. Work continues to be undertaken to ensure communities can receive the right support, at the right time, with initiatives continuing to seek to understand the developing needs of the most vulnerable, and to identify any gaps in provision.

[The Nottinghamshire Coronavirus Community Support Hub](#) is a virtual network of partners, established to meet the 'simpler' support needs of our communities. This includes, amongst other things, providing access to food, the collection of medicines, dog-walking or befriending.

The Hub went live on 23 March 2020 and is accessible over the phone, via websites or the [My Notts app](#). It provides a real-time online database, accessible to all partners, which enables residents in need of support to input their postcode and requirements and be 'served up' with a list of local groups and organisations able to meet their needs. If people cannot find support to suit their needs, or wish to talk to somebody directly, then telephone access is provided by the County Council's Customer Service Centre.



The Hub has enabled partners to meet local needs arising through the pandemic, as well as meeting the changing responsibilities that the government has placed on partners. These include, supporting the Clinically Extremely Vulnerable to shield, deploying the Local Authority Assistance Grant for Food and Essential Supplies and offering support to those self-isolating.



Partners have developed a suite of tools and approaches which enable partners to monitor the evolving situation and respond effectively. Systems are in place to communicate with those Nottinghamshire residents that are most vulnerable and ensure that they are aware of the support that is available and have access to this when required.

Public Engagement and Communications >

Public engagement and communication continue to play a vital role in managing the response to and recovery from COVID-19. Good communications have been vital in helping to disseminate information on the national direction, ensuring the Council and residents are kept abreast of the ever-changing restrictions and advice at a local level. As a result, key messages from the Council will continue to include:

- Awareness of evolving government guidance
- The continuing need to be vigilant to symptoms, get tested and isolate if necessary
- Encouraging infection control behaviours as routine

- Supporting the vaccination programme, encouraging uptake in specific communities
- The importance of COVID security where restrictions remain in place
- Promoting advice around outbreak management in specific settings
- Support that is available to those that are self-isolating
- Supporting the reopening of the economy through an engagement with our business representative groups and reviewing the requirements of our most impacted business sectors including the visitor economy, retail and the high street as well as encouraging residents to shop local, making the most of Nottinghamshire's services, shops and leisure attractions.

Local Resilience Forum

The Local Resilience Forum (LRF) is made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. It is the Government's national mechanism for emergency response and for Nottingham and Nottinghamshire, this partnership delivers emergency planning, ensuring the establishment of an effective multi-agency response to COVID-19.

An evolving set of LRF response and recovery cells and their subgroups have been meeting on a regular basis to deal with the impacts of the coronavirus emergency at a local level and to address needs and wherever possible, build back better and enhance resilience in communities.

These groups and sub cells, which encompass a broad range of support apparatus across sectors include but not limited to transport, communications and finance.

Such Response and Recovery Cell structures are flexible to be 'wound down' or 'stood up' according to the needs posed by the evolution of the virus, with future changes to the management structure expected and out for consultation.



Organisational Response

The County Council's organisational response has led to rapid adaptations to the way services are delivered and significant changes to the way staff work. Office based staff have worked from home throughout the pandemic, whilst the use of personal protective equipment has become essential for many who work on the front-line. The following outlines the internal response structures we have in place, together with scenario plans that will continue to enable us to navigate the uncertainty caused by living with the pandemic through 2021/22.

Personal Protective Equipment (PPE)

As part of the immediate response to the Coronavirus outbreak, a [PPE recovery plan](#) for the County Council was established to ensure sustainability of supplies of PPE for staff in front-line services. One of the objectives of this was to ensure preparedness for a future wave of COVID-19, by the County Council maintaining a resilient amount of PPE. This stock is based on being able to meet four weeks of the peak levels of PPE demand observed during wave 1 of the COVID-19 response in Nottinghamshire.

Whilst the issues experienced around supply chains in the early stages of the pandemic have now largely been resolved and demand stabilised, it is currently understood that despite the size and scale of the COVID-19 vaccination programme, PPE will continue to be required for some time. This includes the County Council continuing to provide PPE to social care, health, education, and other settings at present, in line with Government guidance.

Moving forward, the County Council is working with Nottingham City Council, who are leading the procurement of a [Dynamic Purchasing System \(DPS\)](#) contract for ongoing PPE supplies. This will provide resilience to Government supplies, including PPE for non-COVID-19 related uses. This will be live from July 2021 and will be available on a call-off basis to regional partners.



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Operating Model and Service Adaptations

The pandemic has led to a shift in operating context for the Council. The Council's efforts to adapt services and protect the most vulnerable have led to many changes in the way staff work and services are delivered. To adapt to Government guidance, some services have been temporarily suspended, delivered remotely or adapted to be delivered in a COVID secure way.

The Council's Risk Safety Emergency Management Board (RSEMB) is co-ordinating the County Council's response to COVID-19 across departments. The RSEMB also connects the Council to the multi-agency response through the LRF. The group is attended by the chairs of the departmental Risk Safety and Emergency Management Groups (RSEMG), to report on the response, escalate issues of a strategic nature and receive actions to be undertaken departmentally. RSEMGs have been responsible for managing the continuity of critical services within departments in line with established business continuity plans.

Consistent with government guidance, the Council's office-based workforce has been working remotely wherever possible. A system of redeployment has been established to support critical services during times of peak demand.

A record of such corporate and service responses and adaptations is available through the [COVID-19 Update Reports](#) to the Policy Committee and the COVID-19 Resilience, Recovery and Renewal Committee between May 2020 and July 2021.

Scenario Planning

Building on learning since March 2020, services have undertaken scenario planning for the remainder of the year. Considering both optimistic case and pessimistic case scenarios for the evolution of the virus, helps services identify the high-level planning, prioritisation and delivery decisions needed to navigate the uncertainty of living with COVID through 2021/22.



Detailed scenario planning is held by each Council department, but a summary of the scenarios considered, and service impacts, is included on the following pages.

OPTIMISTIC SCENARIO

- Good population immunity achieved, increasing among all adult age groups through summer 2021
- New strains do not significantly compromise immunity
- COVID defences insufficient to keep virus at background levels –resurgences likely in 2021 and in successive winters but at lower levels than Jan 21
- Low level societal restrictions seasonally
- Some ongoing impact on well-being and economy

Economy

- A quick and sustained economic recovery with strong growth and resurgence in some sectors.
- Variation in impact across sectors leads to risk of economic exclusion for some, with an end of furlough scheme risking increased unemployment.
- Funding Initiatives, support recovery, such as Levelling Up and the UK shared Prosperity Fund.
- Appropriate levels of support to most affected sectors, such as hospitality, visitor economy and SMEs.
- Work with partners to promote routes to employment, including re-training, start up opportunities and support services.

Communities

- The Council's Community Support Hub continues to develop increased community support and greater partnership with communities and voluntary sector.
- Recovery of the night-time economy and partial recovery of urban centre economies.
- Implementation of Social Recovery Fund projects to support community recovery work.

Children's Services & Education

- Schools remain open to all pupils, but occasional outbreaks may cause disruption to bubbles and online learning for self-isolating pupils.
- Catch-up schemes implemented, targeting those with most learning loss.
- Return to more after school and enrichment activities.
- A return to more traditional children's social care models while embedding learning from models tried during pandemic.
- Demand managements as restriction easing may reveal hidden harm.
- Availability of service placements for children increases.

Health Care

- Supporting our local NHS to address waiting lists and backlogs fairly.
- Ongoing pressures with regard to mental health issues.
- Emphasis on care in equal measure for those that have suffered both short and long COVID.
- Sustainable new operating models put in place to manage COVID in the medium term.
- Opportunities to take advantage of new normal and country's rediscovery of low level but high participation in outdoor exercise.
- PPE stocks remain high.

Adults Services

- People continue to receive their assessed levels of care.
- COVID outbreaks across Care settings minimal.
- Financial viability of providers sustained, maintaining levels of service.
- Increase in numbers of people able to be supported, with workforce capacity high.
- Employment opportunities as health and safety concerns are lessened amongst care home settings.
- Support to commissioned services to plan escalation points.
- Gradual reprioritisation of business as usual activities.

Place Services

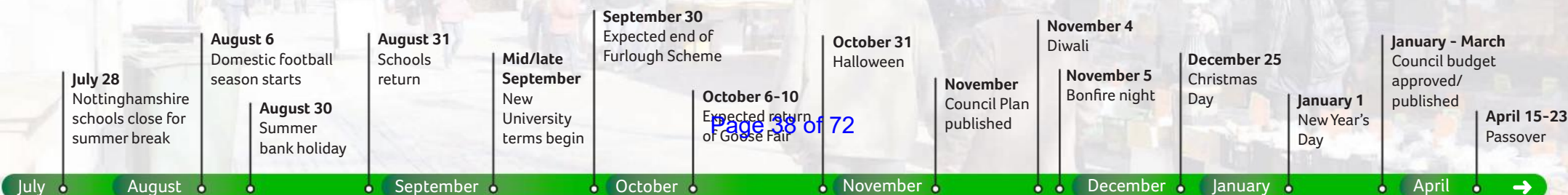
- Gradual return of access to venues, large crowd events and the use of green space.
- Bus routes and patronage return to pre COVID levels.
- Pressure eased on additional waste tonnages during and post lockdown.
- Increased footfall and use of open access services, such as libraries.
- Demand Responsive Transport and new National Bus Strategy help breed further confidence in the use of Council fleets and passenger vehicles.
- Increased partnership working to reduce costs in areas of joint collaboration.

Strategic Co-ordination

- Standing down emergency response units and priority shift back to business as usual
- A return to office environments and adoption of hybrid working model.
- Supporting staff welfare during return to office spaces.
- Redoubling efforts on the transformation, change and financial savings agenda.
- Embedding service improvements and learning gained through the pandemic, particularly digital opportunities.
- Council tax and business rates receipts begin to return to pre-pandemic levels

Comms & Engagement

- Continued promotion of vaccination, including tackling vaccine uptake inequality.
- Campaigning to restore support local economic recovery and use of public services (transport etc).
- Ongoing communications about the 'new normal' and any lingering COVID restrictions.



PESSIMISTIC SCENARIO

- Limited population immunity achieved with effectiveness of vaccine poor
- New strains significantly compromise immunity
- COVID defences insufficient to control the virus with ongoing circulation
- Ongoing societal restrictions imposed
- Significant health and economic impact

Economy

- A double dip recession.
- Young people remaining disproportionality impacted.
- Pressures on public finances limit local government spending and recovery funding opportunities.
- Further business closures following the end of financial support schemes, leading to increased unemployment and reduced employment and training opportunities.

Communities

- Community Support Hub well established and prepared to offer increased support when/ if required.
- Ongoing burden of additional lockdown measures on communities, with some compliance fatigue.
- Potential for foundations of poverty to be established in new areas/ communities.
- University students remain away from Nottinghamshire as online learning persists.
- Increasing demand for front-line services that support vulnerable people and families.

Children's Services & Education

- Potential school closures or large number of children self-isolating, yet schools well equipped to blend online and in person learning.
- Risk of hidden harm continues.
- Falling demand puts early years providers at risk of closure.
- Children's Social Care service delivery models adopted during the pandemic continue.

Health Care

- High levels of coronavirus cases.
- Focus returns to critical service continuity (hospitals, care homes).
- Continuity plans put into action, drawing on regional & national support (e.g. Surge Rapid Response Team).
- Maintaining ability to spot COVID hotspots and bubble breaks from the outset.
- Focus on rolling out a new generation of vaccines if required.
- Significant impact on long-term health outcomes and health inequalities.
- Tighter restrictions exacerbate an already growing build-up of mental health issues.

Adults Services

- COVID outbreaks across Care Home settings or similar.
- Models adopted during the pandemic continue.
- Engagement with Emergency Care Home support hub and agencies to support workforce capacity gaps.
- Limited service availability for new requests and reduced for current packages of care.
- Provider costs increase to support maintaining service continuity, leading to fragility in the market.
- Increased demand for social care support as elective operations are delayed.

Place Services

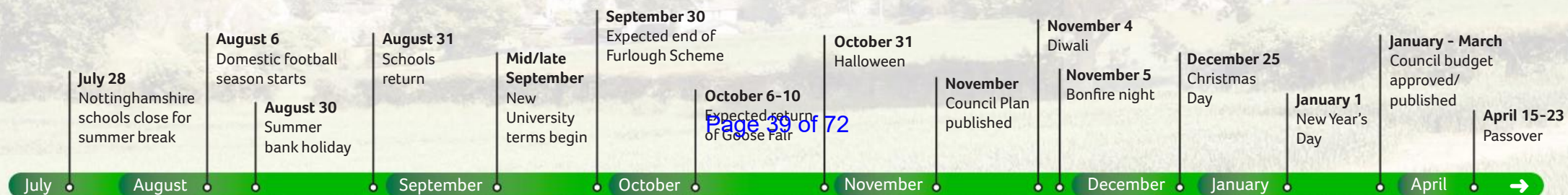
- Continued increase in demand for country parks and green spaces, but risk that some become focal points for anti-social behaviour.
- Potential reduced viability of some bus routes causing rural isolation.
- Waste sites forced to close alongside increased costs to kerbside collections
- Under use of Council buildings and estate, causing reduced income, contract failures.
- Compromised ability to respond to concurrent emergencies, such as flooding episodes.
- Continued rollout of broadband across the County to expand virtual communities.
- Continued outreach to address growing scam and fraud schemes.

Strategic Co-ordination

- Local Resilience Forum emergency response structure continues and builds on lessons learnt.
- Office based staff continue working from home.
- High levels of staff fatigue and increased levels of absence.
- Priority on critical service continuance, with some business as usual activities on hold.
- Ongoing pressures on public finance lead to uncertainty of local government finances long-term.
- Additional support for younger and new staff to gain skillsets in remote working environment.

Comms & Engagement

- Updating communities on changing restrictions.
- Directing communities and businesses to support available.
- Communications remain alert to a changing picture and has strong links with the LRF Communications Cell and Emergency Planning.





Recovery Planning

The needs of local residents will be at the forefront of recovery planning, as Nottinghamshire and the country more broadly, seek to establish ways to best mitigate against the impact of COVID-19, whilst also taking advantage of the benefits and opportunities it has presented.

Socio-Economic Recovery

The County Council continues to monitor the socio-economic impact of COVID-19 on local communities and businesses. A summary of the impacts is as follows:

Inequalities

- The virus has had an unequal impact on mortality rates among different groups. *“Risks are much higher for those living in more deprived areas, in overcrowded housing, in key worker roles with close proximity to others, being from BAME groups, having underlying health conditions, as well as being older and male”*¹. The coverage of this in the media has led to an increased awareness of social inequalities among communities.
- Analysis shows that the social and economic impact of lockdown restrictions have been felt most severely in the most deprived communities. It is known that those communities which have struggled through the pandemic are likely to take the longest to recover and there is a risk of widening inequalities between communities in the County.

Economy

- The economic impact in Nottinghamshire is broadly in line with the national average, but this conceals disparities between sub-areas of the county, with some parts of Nottinghamshire likely to see slower recovery than others. Falls in economic activity differ across sectors, with the hardest hit sectors being Accommodation and Food, the Visitor Economy and Wholesale and Retail sectors.
- The pandemic has also had a significant impact on employment. In August 2020, 31% of eligible employments were on furlough (7% [May 2021](#)). The proportion of residents aged 16-64 claiming Jobseekers Allowance plus Universal Credit ([claimant count](#)) peaked at 5.4% in May 2020 (4.5% May 2021), compared to 2.6% at the start of the pandemic in March 2020. The scale and pace of recovery will be reviewed in light of the withdrawal of financial support to businesses as the restrictions are eased, such as the tapering of the furlough scheme, alongside an overview of any additional barriers facing those seeking work and training.

¹Build Back Fairer: The COVID-19 Marmot Review (December 2020).

- COVID-19 accelerated some longer-term structural changes, with town and local centres having been severely impacted by temporary and permanent business closures. The reimagining and reinvigorating of our townscapes, helping them adapt to changing consumer behaviour and new home-working patterns will be key to their successful futures.

Health and Well-being >

- In addition to the impact of the virus itself on people's health, societal restrictions have led to an exacerbation of the social and lifestyle determinants of poor health. Unemployment, reduced educational achievement, as well as increased alcohol consumption, poor diet and inactivity may have a very significant impact on health outcomes over the next few decades.
- Also, the number of people experiencing mental health challenges or loneliness has increased during the pandemic. Those most affected are the under 34s, women and White and Asian ethnicities. There is uncertainty around mental health needs in local communities in the medium term.

Education >

- Education has been affected by the pandemic, despite an excellent response by schools to manage onsite and online learning. Schools will face a challenge to recover 'lost learning' in the short and medium term to mitigate the risk that some children's life chances have been compromised.

Communities >

- The pandemic produced a surge in volunteering, highlighting the readiness of communities to step up to support friends and neighbours. While some of this was co-ordinated through the Nottinghamshire Coronavirus Community Support Hub, much of it is very local and informal. There is an opportunity to consider how the Council may nurture and harness this longer term.

Online Communication >

- The pandemic necessitated an extraordinary shift in the way communities live their lives. This led to a huge upsurge in remote working, digital communication with friends and family, and online leisure and retail. This brings many benefits such as increased convenience, productivity and reduced congestion and carbon emissions through less travel. These are opportunities which need to be harnessed. However, the pandemic has also highlighted levels of digital exclusion in local communities, which must be recognised and addressed.

Environment >

- The reduction in road traffic as a result of the shift to digital will help to reduce greenhouse gas emissions. However, there has been an increase in disposable 'single-use' items such as masks, gloves and cups, generating more waste. The pandemic has brought about an increased awareness of the impact of lifestyles on the environment.

Council Plan

The Council is currently developing a new [Council Plan 2021-25](#). The Plan will set the long-term vision for Nottinghamshire and put the County's COVID Recovery in the context of the organisation's goals for the future.

The priorities in the Council Plan will be based on the analysis of the socio-economic impact of COVID-19 on Nottinghamshire's communities, ensuring that the Council directs its resources towards those activities that will make the most difference to residents and businesses and secure a strong recovery.

The Council is keen to take this opportunity to understand from communities what they consider to be the key challenges and opportunities as Nottinghamshire recovers from the pandemic, as well as what changes they would like to see for future generations. Connecting with communities in this way will be key to developing a shared vision for the County and ensuring that the authority's efforts to recover from the pandemic help towards achieving the Nottinghamshire we all want in the future.



This includes the Council undertaking an engagement exercise with residents and stakeholders in summer 2021. The engagement exercise will give residents the opportunity to inform the Council of the key impacts of COVID-19 for them, and the priorities that they see for Nottinghamshire as a consequence. The results of the exercise will therefore critically inform the content and emphasis of the Council Plan.



Economic Recovery Strategy

The COVID-19 Resilience, Recovery and Renewal Committee approved the [Economic Recovery Action Plan 2020-2022](#) in September 2020, highlighting the response to the economic impact of the virus, and what the Council and its partners must do in terms of regeneration to emerge from the challenges of COVID-19. In order to help build a more balanced and resilient innovation led economy, the Council has adopted the following five simultaneous approaches to recovery:

- **Response** - Supporting businesses to rebound by working with partners and central Government to mitigate the economic impact of the crisis
- **Recovery** - With our strategic partners, implement people centred measures to promote sustainable growth, integrating the green transition, digital transformation and drawing upon lessons learned from the crisis
- **Restore** - Direct activities and interventions towards minimising economic variation in different parts of the county and building productivity and resilience of key parts of the economy
- **Resilience** - Strengthen business resilience to enable planned, agile, and innovative responses to mitigate the impact of any future crisis or external change
- **Renewal** - Create and shape opportunities for longer term economic transformation through capital investment, connectivity and infrastructure, innovation and the creation of a responsive, skilled workforce.

A progress report on the Recovery Action Plan was given to the [June 2021 Economic Development and Asset Management Committee](#), reflecting on the developments being made in supporting Nottinghamshire's economic recovery as it impacts on people, businesses, the visitor economy, infrastructure, digital connectivity and our places.



Further to this, working in partnership with the [Growth Hub](#), the Council's Business Advisers have supported many thousands of Nottinghamshire businesses access the various grants and loans available via the Government, HMRC, the district councils and the British Business Bank.

Partnership with the Voluntary and Community Sector

Building on examples of cross-sector collaboration during the pandemic, [The Nottingham and Nottinghamshire Compact](#) has been developed to provide a framework for partners to work together going forward, to build capacity in local communities in addition to helping to generate wider debate that will shape a stronger future for the voluntary and community sector (VCS) across the county.

The Compact was presented to and approved by the Humanitarian Action Group partners on 20th April 2021. It asks public sector partners and the VCS to commit to a set of shared values and principles which support the long-term development of effective partnership working.

Social Recovery Fund

In order to better understand the developing needs of vulnerable communities and residents and to identify gaps in provision, an assessment has been undertaken to identify cohorts with particular needs that have arisen as a result of the pandemic. Partners have identified 10 priority groups, these being:

- Hospital and community care patients ready for discharge
- COVID-19 positive self-isolators
- Elderly residents with dementia/ frail/living alone
- Domestic abuse victims
- Residents who are digitally excluded
- Residents from minority ethnic groups
- Residents experiencing financial difficulties
- Younger people
- Residents experiencing loneliness and isolation
- Residents with less complex mental health needs.

There are a number of potential initiatives to meet the ongoing needs of these groups and wider communities as they recover from the pandemic, with further work required to fully understand this need and develop appropriate support to our communities. As a consequence, it is planned that an initial fund of £1m is established to ensure the Council is able to react flexibly to meet needs as they arise. This is to be expressed as the COVID-19 [Social Recovery Fund](#).





Organisational Recovery

The Council's workforce has shown an exceptional ability to meet the demands of the pandemic, adapting to new ways of working to ensure that local communities needs continue to be met. While this has presented many challenges, it has also led to great learning. It is within this context that steps will be taken to embed changes that have improved working methods and led to improvements for residents and businesses. The Council will use the opportunities that have emerged as a springboard towards better and more forward-thinking approaches.

Workforce Recovery Plan

In November 2020, Personnel Committee approved the [Workforce Resilience and Recovery Strategy and Action Plan](#). This strategy aims to ensure the Council has the right people with the right skills, at the right time, to deliver the Council's published priorities within the context of managing and delivering services in the ongoing COVID-19 pandemic. It sets out to define the "new normal" for the Council's workforce in the short to medium term and how the Council will support its employees' wellbeing and organisational resilience.

Whilst seeking to shape what work will look like within the Council in a new world context, there is also a significant need to recognise the challenges our workforce have faced since March 2020 and the huge efforts which have been made to respond to the pandemic and the impact this has had on their physical and emotional well-being. Employee well-being is one of the key workstreams of the strategy and has been the focus of a recent well-being Check-in Survey undertaken in May 2021.

The strategy also sets out aspirations for the future of the Council's workforce and provides the foundations for future workforce planning, development and transformation which will be set out in the new Council Plan and underpinning Workforce Strategy in autumn 2021.



Embedding learning from the pandemic

The developing Council Plan will demonstrate how the authority will capture the learning from the pandemic, where changes have led to better ways of working and improvements for residents and businesses, and how the authority will embed this improvement into future operating models.

Departments have undertaken an exercise to capture the impact of COVID-19 on their services and how this may impact their service planning for the future. Services have considered:

Those activities they have had to do to respond to the virus but can stop once the response phase is over;

- Examples include initiating the Councils emergency response apparatus, establishing emergency planning measures through multi-agency response and recovery cells facilitated through the LRF, as well as regular COVID reporting to senior stakeholders, including the Council's corporate leadership team (CLT).

Those activities that they have stopped doing as a result of the virus that are now obsolete;

- Including but not limited to simple aspects such as printing and travel to and from office spaces, conferences or similar, as well as funding for services that had been commissioned but weren't necessarily being delivered to their full capacity and have since evolved.

Those activities that they have been able to try as a result of the virus that show promise for the future;

- Instances such as the effective use of virtual visits, social media and expanded digital connectivity to better engage with residents, alongside increased partnership working that includes more joint coordinated support to the care sector, and improved hospital discharge processes to minimise delays.

Those activities that they have had to stop doing as a result of the virus but will need to be started again in some form;

- Examples include long-term prevention programmes and activities, as well as a return to more traditional, face to face contact where necessary for critical service delivery.

This information will be used by services to embed learning and improvement into their future operations and for service and business continuity planning over the coming months.



Hybrid Working Model

In line with Government guidance, the majority of office-based Council employees have been working from home, since the first lockdown in March 2021. Whilst certain sections of the workforce have continued to work as they did previously where necessary, all have responded phenomenally well and have gone above and beyond to support critical functions and protect the most vulnerable during this time, whilst working in new ways.

The Council's successful reputation for delivering smarter working across all departments, has been achieved by engaging and delivering positive changes alongside staff. The progress made over recent years with smarter working, alongside investment in new technologies, has meant that the County Council has had high levels of business continuity despite the COVID-19 restrictions.



In order to embed the learning from the pandemic and as a development to our Smarter Working model, the Council will adopt a new [hybrid working model](#) from October 2021. This means that staff will work flexibly from home in the long-term, with opportunities to use office spaces where this would be beneficial to individuals and teams.

Financial Impact

The pandemic has led to a shift in the finances of the County Council, including increased financial pressures to respond to changing service needs as well as a reduction in income from Council tax and business rates.

The additional pressures on the budget have been offset by the main COVID-19 grant allocations received from Central Government, and a range of additional specific grants and allocations to offset lost income. However, it is anticipated that the pandemic and the costs of living with COVID into the future, will lead to increased pressures on local government finances in the medium to long-term. The Council will need to redouble its efforts on transformation and change savings programmes, and keep the Medium-Term Financial Strategy under review to ensure delivery of its priorities in a financially sustainable way.

Reports setting out the latest forecast position, including the impact of COVID-19 on income and additional costs and implications for the Council's finances long-term, will continue to be presented to [Finance & Major Contracts Committee](#) on a regular basis.



Living with COVID-19 in the medium to long-term

Evidence to date indicates that vaccines have already been very effective at preventing hospitalisations due to COVID-19. Even so, on their own, vaccines are unlikely to provide sufficient protection against the virus. Therefore, it is likely that a combination of measures will be required to enable us to live safely and confidently with COVID-19.

The Association for Directors of Public Health has recently published [Living Safely with COVID](#): Moving toward a Strategy for Sustainable Exit from the Pandemic. This guidance for Directors of Public Health identifies four key principles to be focused on in the drive to enable safe living with COVID-19:

Transmission of the virus needs to be brought, and kept, as low as possible.

- This involves promoting and ensuring compliance with any ongoing social distancing measures and COVID-secure guidelines set out by Government. Clear communications with residents, close working with employers and engagement with communities will help to keep transmission of the virus as low as is possible. Council services may need to adapt their delivery models in order to prevent transmission in the longer term.

Surveillance of transmission and variant emergence must be optimal.

- There must be robust national and local arrangements to identify and respond to the emergence of new COVID-19 variants of concern.



Test, Trace and Isolate needs to work effectively, with a clear testing strategy.➤

- A robust local contact tracing system is in place, as well as a new Outbreak Identification Rapid Response system, which uses contact-tracing data to identify and investigate potential outbreaks. Residents will be supported to self-isolate where necessary.

Vaccines must be effective and delivered equitably.➤

- Support to the rollout of the vaccination programme will continue, with a particular focus on improving equitable access and reducing vaccine hesitancy in the local population.

Due to the far-reaching consequences of the virus on local communities, demand for Council services is unpredictable and may increase as a result of complications from COVID and/or the impact of prolonged restrictions and an economic downturn. It should also be recognised that the virus itself is unpredictable and there is more to learn about the disease. Services will need to remain responsive to changing needs and adapt accordingly.

In this context, prevention will become more important than ever. The County Council is committed to working with communities to ensure that it provides the right support early on, helping residents to help themselves and each other, retaining people's independence and reducing demand for more expensive services. This includes working with partners, including health partners, and the LRF structures, to support the County's ongoing resilience.

Conclusion



The pandemic has been and continues to be a global crisis, with far-reaching and severe impacts for people across the world. For the County Council and its partners, the COVID-19 pandemic has been an unprecedented challenge as, for our part, we have sought to find new and innovative ways to protect critical service delivery and the most vulnerable in Nottinghamshire's communities. These efforts mean that we are now well placed to adapt to the evolving situation, and take steps to address the immediate and medium to long term recovery challenges that lie ahead, including how we adapt our practice to live safely and confidently with COVID into the future.

The next Council Plan, due to be published later this year, will map our plans to support the immediate recovery needs of the County as well as deliver our long-term aspirations for resilience.



REPORT OF THE LEADER OF THE COUNTY COUNCIL

SMARTER WORKING – HYBRID WORKING STRATEGY FOR THE COUNTY COUNCIL

Purpose of the Report

1. To approve the Council's new Hybrid Working Strategy as part of the Council's wider Smarter Working approach.

Background and information

2. A report to the Council's Improvement and Change Sub-Committee in March 2021 outlined the future vision for Smarter Working, including reference to emerging hybrid working approaches and changes to working practices since the COVID-19 Pandemic began.
3. The Council's Smarter Working vision was articulated as "The workplace of the future is an environment built and designed to drive Nottinghamshire County Council forward with a shared sense of purpose and culture of collaboration." It was acknowledged in the report that the Council's approach would continue to evolve.
4. As defined by the UK Government, Smarter Working empowers organisations and individuals to make the right decisions about where, when, and how people work; optimising the use of workplaces and technology, and realising savings for the taxpayer. It improves productivity through a focus on outputs and enables a better work life balance for all. There are, therefore, many benefits to be gained through the Council continuing to evolve the way it expects to work in smart ways including:
 - working closer to our communities and with our partners to improve outcomes for local people;
 - enabling staff to work productively through better use of technologies;
 - savings in travel time and cost by using conferencing software and holding online meetings;
 - protecting the environment by reducing employee travel to and from work, and working day travel, thereby reducing vehicle emissions and the use of carbon-based fuels;
 - staff feeling trusted to work flexibly, with improved wellbeing and reduced absenteeism;
 - improved recruitment, retention and motivation of staff;
 - protecting critical services through reinvesting cost savings into services from the reduced requirement for Council properties.

5. In the financial year 2020-2021, the Council undertook circa 3.5 million fewer miles travel than the previous year equating to a reduced financial spend of £1.6M and reduced carbon emissions of 1000 tonnes or the equivalent of annual emissions from 112 average households (based on the average household emissions across 6 core activities – Heating, Transport, Electricity, Aviation, Diet/Agriculture and Waste).
6. The Council's future approach to how we work will help towards continuing this reduction and delivery of our commitment to reducing our carbon emissions in line with the declaration of a Climate Emergency which was agreed at the Full Council meeting on 27th May 2021.
7. The Council is reviewing its office estate as part of the Investing in Nottinghamshire programme to ensure that the Council delivers services to local communities in the most efficient and effective way, retaining a reduced estate of financially cost-effective buildings, designed, used and operated in the most environmentally sound way.

Development of the Hybrid Working Strategy

8. A workforce check-in survey which focussed on employee wellbeing and future working arrangements was conducted in April 2021. The majority of 2,248 employees who took part in this survey feel satisfied with their health, safety, and wellbeing at work and with the support, supervision, and guidance they receive from their manager. Over three quarters of those surveyed felt that they are a valued member of the team and want to have the opportunity to spend time with their team in future.
9. Approximately half of employees who responded see themselves working a blend of home and office work in future. A further 32% see themselves as mainly home based, 6% primarily office based and 14% working in the community and other bases.
10. The key themes identified by employees in relation to future working arrangements were the need to:
 - engage and inform employees about future changes to working arrangements;
 - strike a balance between service needs and personal circumstances;
 - equip employees to undertake their roles effectively;
 - set clear expectations for how employees can work;
 - ensure workplaces are safe and enable us to live and work safely with COVID.
11. This valuable intelligence has informed the development of the Hybrid Working Strategy. The responses and underlying themes emerging from the survey are being used to shape how our future workspaces will be designed and built, and how we will work and use emerging technologies in the future.
12. The strategy attached to this report, as Appendix A, outlines the Council's vision, hybrid working principles, scope, and model. The Council's hybrid working model focusses on three key elements, People, Buildings and Technology, working together underpinned by a strong, positive organisational culture that empowers employees and encourages managers to exercise discretion in determining how work is organised and delivered to improve outcomes for local people.

13. Effective communication and engagement with employees are critical to the delivery of the Council's hybrid working approach. Employees, staff support groups and trades union colleagues will be involved in the implementation of the strategy and its ongoing development and review to ensure our approach continues to meet the needs of the Council, our workforce and local people whilst reflecting changing circumstances, new ideas, tools and technologies as they become available.

Implementation

14. The Council has developed the following three-phase approach to the implementation of hybrid working:
- **Stage 1** – At the point of writing the report, the Prime Minister has indicated that working from home guidance will cease on 19th July, subject to confirmation on 12th July. Government guidance says that it is no longer necessary for Government to instruct people to work from home and employers can plan a return to workplaces. An update will be provided at the meeting.
 - **Stage 2 – (July until Autumn 2021)** It is anticipated that prioritised services will be able to return to offices utilising hybrid working principles. For certain offices within the estate there will not be the full kit and equipment in situ due to the need for staff to work from home during the pandemic and for this to remain in place whilst we fully transition to new ways of working.
 - **Stage 3 – (By the end October 2021)** Implementation of the hybrid working model, with buildings redesigned and equipment in place to enable new more flexible ways of working.
15. Employees, staff support groups and trades union colleagues will be involved in developing, testing, and reviewing hybrid working approaches, tools, and materials to ensure they enable staff to work effectively and more flexibly to improve outcomes for local people. This will include staff focus groups, departmental and corporate leadership teams, surveys, using feedback from Employee Personal Development Reviews and other tools such as learning histories to ensure we build on learning and experience as our approach develops.
16. The Council is also an independently accredited Timewise employer which recognises the Council's commitment to flexible working to benefit employees, our communities, and the people to whom we provide services. Timewise is the sector leader in developing innovative solutions around flexible working and will continue to work with the Council in implementing the Hybrid Working Strategy.

Other Options Considered

17. The Council could have returned to some of the more traditional ways of working in place before the pandemic. This approach would not deliver the increased flexibility and responsiveness the Council and most other large employers require in modern and evolving working environments. This would be likely to have a detrimental effect on productivity, efficiency, and effectiveness. Such an approach would not reflect the views of our employees or improve wellbeing and work life balance amongst our workforce. Consequently, employee motivation, engagement, recruitment, and retention as an employer of choice would be likely to suffer.

Reasons for Recommendations

18. The Council's Hybrid Working Strategy builds on work underway prior to the pandemic and new ways of working, learning and experience from working during the pandemic. The Council has previously established the principle of wanting to use the experience during the pandemic as a springboard to modernise ways of working and maximise the use of technology. The proposed approach will increase productivity, efficiency, and effectiveness and reduce travel saving time, money and continue to reduce the Council's carbon footprint. It will enable the Council to work more flexibly, closer to our communities and ensure services are designed and delivered to meet the needs of local people. The strategy will support a better work life balance for our employees improving motivation, recruitment, and retention of staff.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

20. The programme and outcomes will be designed to comply with current data protection requirements.

Financial Implications

21. A significant proportion of the outlined future vision is already funded within the County Council's Capital Programme. However, some additional funding, particularly for the technology requirements outlined, may be required as rollout progresses. Work continues to model the financial requirements which may result in future bids for capital resources.

Human Resources Implications

22. Engagement is ongoing with trades union colleagues, staff support groups and employees as the Council's hybrid working approach is developed, implemented, and then reviewed.

Public Sector Equality Duty implications

23. An Equality Impact Assessment has been undertaken which considers the protected characteristics within the Equality Act 2010 and identifies relevant mitigations which will be put in place to deal with any issues arising.

RECOMMENDATIONS

It is recommended that:

- 1) Members approve the Council's Hybrid Working Strategy attached as Appendix A.
- 2) Personnel Committee receives future reports on the implementation, progress, and review of the Hybrid Working Strategy, with the first review after 6 months.

Councillor Ben Bradley MP
Leader of the County Council

For any enquiries about this report please contact:

Marjorie Toward – Service Director Customers, Governance and Employees on 0115 9774404

Constitutional Comments (KK 05/07/21)

24. The proposals in this report are within the remit of the Policy Committee.

Financial Comments (NS 02/07/21)

25. The report outlines the need to move to a modern and flexible approach to the delivery of our services. Previous investment in technology enabled the Council to respond to the pandemic and as we continue to adapt our services to the hybrid way of working some additional investment in technology will be required. The funding for this will be met from a combination of reserves and existing budgets flowing from the savings being made in travel expenditure. This latter amount will depend on the level of travel undertaken in the hybrid model.
26. As indicated in the report, the extent of additional investment will become clearer as the modelling of the appropriate solutions are developed and rolled-out across the Council. Future bids for funding will progress through the Corporate Asset Management Group and the relevant Committee in accordance with the Council's Financial Regulations.

HR Comments (GME 05.07.21)

27. The Council's employees are its most valuable asset and it is vital that they continue to be fully engaged in the development of the Hybrid Working Strategy to ensure its successful implementation. A series of engagement events will take place over the summer months to gather people's feedback, ideas and concerns about the future of work. Work is underway to review the Council's employment procedures to ensure they reflect this changed way of working. The information from the engagement activities will inform a refreshed learning and development offer, a revised range of guidance on how, where and when work is undertaken, underpinned by a set of Frequently Asked Questions. Engagement will take place across the whole workforce and include the recognised trade unions and staff support groups.
28. This will be an iterative process as new technologies emerge and the hybrid working model evolves and develops. The strategy provides a platform to explore and maximise the benefits of flexible ways of working for employees across the Council. This will result in increased efficiency, improved physical and mental health and well-being due to greater autonomy and work/life balance. This will ensure we have a workforce prepared, supported and enabled to deliver enhanced services to the residents of Nottinghamshire and build on the Council's status as an "Employer of Choice". This means the Council will be able to attract and retain people

with the right skills, knowledge, experience and attitudes to ensure the future success of the Council and its ability to deliver a wide range of modern public services to the people of Nottinghamshire.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Improvement and Change Sub-Committee Report – A new Smarter Working Vision for the County Council (22nd March 2021)

Policy Committee Report – Investing in Nottinghamshire: Utilising the Council’s Property Estate to deliver environmental, economic and financial benefits in a post-COVID world (9th December 2020)

Policy Committee Report - Investing in Nottinghamshire: Making the Best Use of Council Premises (12th February 2020)

Improvement and Change Sub-Committee Report – Smarter Working Programme (25th November 2019)

Policy Committee Report - Investing in Nottinghamshire: Delivering the Council Plan through a second Phase of the Smarter Working Programme (20th March 2019)

Electoral Division(s) and Member(s) Affected

- All

Smarter Working

Hybrid Working Strategy



Context

The ability of the County Council to succeed is underpinned by a well-supported workforce which is fit for the future, employed in an organisation which is digitally mature and innovative.

The Council's workforce is diverse, operating a range of working styles, in different job roles, delivering a wide range of services to local people. The scope for and nature of hybrid working will depend on roles, the nature of the service, team, and individual circumstances.

Whilst working through the Covid-19 pandemic was challenging, this has provided us with the opportunity to review the way we work and build on the progress of our Smarter Working programme, which was already underway prior to pandemic. This includes the ability of many more employees to work remotely or from home, utilising technology more effectively. The Council will use the learning from the pandemic and feedback from employees to provide a springboard for new ways of working in the future.

Our workforce is the Council's greatest asset and it is vital to continue to engage with our employees about the future of work. Feedback from employees in the most recent Workforce Wellbeing survey in April 2021 was very positive with the majority of employees feeling satisfied with their health, safety, and wellbeing at work and with the support, supervision, and guidance they receive from their manager. Over three quarters of those surveyed felt that they are a valued member of the team and want to have the opportunity to spend time working with their team in future.

Approximately half of respondents see themselves working a blend of home and office work in future. A further 32% see themselves as mainly home based, 6% primarily office based and 14% working in the community and other bases.

The responses and underlying themes emerging from the survey are being used to shape the next iteration of the smarter working vision and how our future workspaces will be designed and built. This valuable intelligence has also informed the development of the Hybrid Working Strategy.



Our Vision

The workplaces of the future will be environments designed, built, and adapted to drive Nottinghamshire County Council forward with a shared sense of purpose within a culture of collaboration aiming to improve outcomes for local people.

Our approach to hybrid working sets out to achieve dynamic work settings and environments and create more responsive, efficient, and effective ways of working. We believe this will improve performance, knowledge sharing and autonomy leading to enhanced employee and service user satisfaction.

The benefits of hybrid working

Working more flexibly in a hybrid model will increase the Council's efficiency and effectiveness and improve the productivity of employees. It will mean less travel, save time and money, and reduce our carbon footprint. More modern, agile ways of working, which support a better work-life balance, will improve recruitment and retention of employees with the skills and experience we need to deliver critical services.

Working differently will enable us to be closer to our communities and work with them to ensure that services are accessible and designed and delivered to meet the needs of local people in the best way possible, maximising the use of digital and other technologies.

Hybrid working principles

- **The Council will be flexible and forward thinking** reflecting the diversity of our workforce and services we provide and enabling us to continue to adapt to changing circumstances.
 - Our workplaces will be **hybrid workspaces** which merge physical and virtual approaches, encourage use of technology, and enable digital ways of working.
 - Our approach will maximise **spatial and financial efficiencies** and be **environmentally sustainable** in a reduced county-wide estate.
 - Service imperatives will be prioritised, led by the nature of the work, and maximise interdependencies between services to **improve outcomes for local people**.
 - Our building design, usage and ways of working will encourage **closer working with partners** to further enhance service delivery for local residents.
 - The **health, safety and wellbeing** of our employees, Councillors, partners, and people using our buildings will be a key consideration.
 - Working spaces and ways of working will encourage team and **social interaction, collaboration, innovation, and creativity** and help build **working relationships**. [Page 63 of 72](#)
- We will **communicate** with and **involve** staff; trades union colleagues and staff support groups in designing and developing our workspaces and ways of working.
 - We will ensure people have the necessary **tools, equipment, training, and ongoing support** to fulfil their role wherever and however they are working.
 - We will ensure new working practices are **inclusive** of all and reflect diverse employee groups and individual needs, not a "one size fits all" approach.
 - Managers will be supported to create **clear expectations** about how and when people can/should work and manage their teams effectively.
 - We will prioritise effective **information governance and confidentiality**, particularly in respect of personal and sensitive information.



Scope

Departmental leadership teams will determine which services and teams can benefit from hybrid working as some roles do not lend themselves to hybrid working and will continue to require face to face working or working in a particular place or community. Managers will be supported and enabled to have conversations with individuals to discuss how individual preferences can be balanced with service imperatives. Any issues around disability and reasonable adjustments will form part of these conversations.

Other people using Council buildings on a day-to-day basis including Councillors, partners and service users will be also involved in designing, developing, and implementing hybrid working approaches

across the Council in order to ensure our services are accessible and inclusive and meet a range of different needs.

Throughout the Covid-19 pandemic, the Council used virtual Committee meetings to enable democratic processes to continue with minimum disruption. Virtual meetings facilitated greater Councillor attendance and increased public engagement with council meetings. Legislative changes would provide flexibility for the Council to determine whether public meetings can take place virtually or in a hybrid way. This strategy will support greater Councillor involvement in the operation of the Council.



The Hybrid Working Model

The Hybrid Working Model primarily focusses on people, places, and technology. The success of these working arrangements relies on ensuring that we have confident and skilled people, supported by technology, appropriate workplaces, equipment, systems and processes, who are willing and able to work in an agile and flexible way to meet service needs and improve outcomes for local people.

A modern workspace is no longer the place that you go, it is what you do and how you do it.

The diagram opposite illustrates how the key elements of the Hybrid Working Model; People, Buildings and Technology work together underpinned by a strong, positive organisational culture which empowers employees and encourages managers to exercise discretion in determining how work is organised and delivered. This is reinforced by ongoing dialogue and engagement with employees at all levels.

Culture and Behaviours

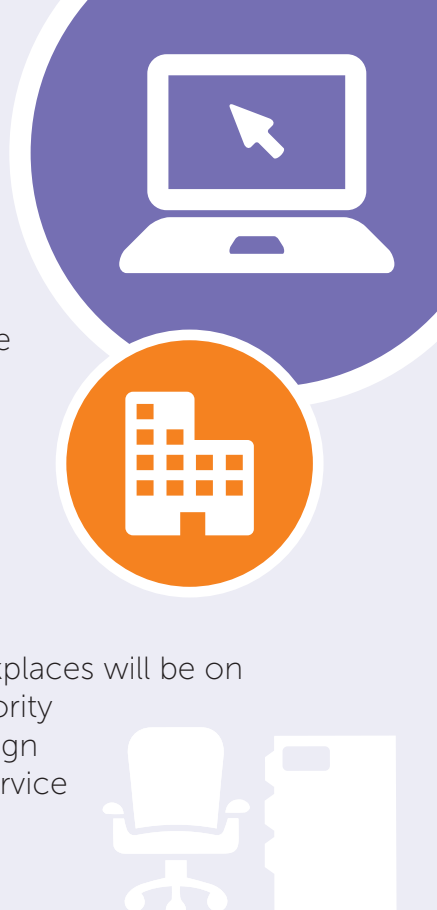


Building and equipment

Workspaces will be inclusive and accessible and designed to promote user wellbeing including considering ergonomics, acoustics, and the green environment. Office space will be team focussed promoting a creative and collaborative culture with appropriate spaces made available for individual focus, meetings with colleagues and local people. We will work to an average seat ratio of 4:10 where this meets service needs.

Work is underway, as part of developing our Corporate Landlord model, to review safety and building management arrangements and standards to ensure continued safety of people using and working in our buildings in a more flexible way.

Changes to the way we use our buildings and the roll out of hybrid workplaces will be on a phased basis across the Council estate. Services will determine the priority areas and managers and employees will be involved as part of the redesign and reoccupation of our buildings to ensure the needs of employees, service users and other users of the building are considered from an early stage.



Technology, systems, policies and processes



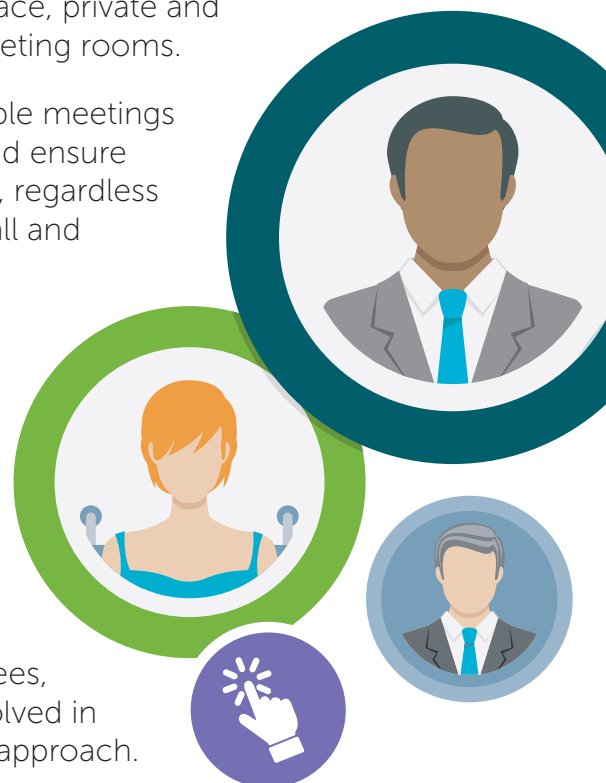
Hybrid working technology and approaches will provide the ability for many employees to work effectively using modern working practices and tools in a wide range of places and not be physically limited to particular workplaces.

Physical and virtual office spaces will be merged with tools in place to make workspaces accessible and inclusive by enabling workspaces to be used flexibly and collaboratively to meet a range of needs amongst different users with a balance of office space, quiet space, private and confidential space and bookable desks and meeting rooms.

Flexible meeting spaces and supporting technology will enable meetings to be productive whatever the location of the participants and ensure that all parties are able to take part and contribute effectively, regardless of their location. The technology used will be accessible to all and enable effective participation and collaboration for all users.

Enhanced use of technology will enable us to improve information sharing, efficiency, productivity and sustain effective working relationships. Increased digitisation of records and processes will improve management of data, reduce storage requirements, improve the use of our accommodation, and enable greater security of information.

Existing policies and processes will be reviewed and redesigned to realign with hybrid working practices. Employees, trades union colleagues and staff support groups will be involved in this to ensure a range of different needs are reflected in our approach.



People and culture

The hybrid working model will give people flexibility, empowering them to balance their work and home lives whilst ensuring that service priorities are met. Employees will remain accountable for their work outcomes but have greater freedom on how, where and when their work is delivered. Clearly there will be some areas of work where this level of flexibility is not achievable but there is still a drive to explore how flexibility can be built into working across the Council.

To be successful the Hybrid Working Model will rely on the following:

- **Empowerment** – New working environments and ways of working will be developed that ensure employees are provided with tools, opportunities, and support to empower and enable them to maintain high levels of engagement and performance in a positive, supportive culture, based on trust.
- **Effective leadership and management** – Work continues to develop strong, confident, and engaging leaders with a clearly articulated vision of success and positive role modelling. Managers and leaders will encourage new ways of doing things and operating in a new context to remove barriers, foster innovation and capture the creativity which has been demonstrated during the pandemic. Embedding more shared and quicker decision making will drive new ways of working.
- **Collaboration** – A shared sense of purpose and a culture of collaboration will be critical to reinforcing the Council's vision as a forward-thinking organisation. Workspaces will be designed to facilitate effective collaboration between employees and with their managers, encourage knowledge sharing and reflect purposeful and different ways of working.
- **Behavioural safety** – We will develop and promote positive messages and behaviours around safety and ensure workplaces continue to be covid-secure as we continue to live safely with covid. We will take steps to mitigate risks and ensure that health and safety management systems reflect hybrid working arrangements.
- **Greater focus on mental health and wellbeing** – Our duty of care includes employees' physical, emotional, and mental wellbeing. Feedback from the Workforce survey suggests that we need to raise awareness and make better use of our existing support mechanisms for employees, ensure this support is meeting employees' needs and that managers are encouraging employees to prioritise their wellbeing. We will build on existing provision, review, and adapt this to reflect hybrid working arrangements and maintain our sense of team within a culture that is physically and psychologically safe.

To support different ways of working our organisational culture will encourage all employees to adopt a set of behaviours which include:

- Being flexible
- Open to change
- Willing to learn and develop new skills
- Behaving safely
- Trusting and respecting all colleagues
- Building and maintaining effective working relationships
- Willing to be involved and engaged
- Being creative, brave, and not blaming
- Recognising there are consequences of our action or inaction
- Promoting dignity and inclusivity

Communication and engagement

The strategy sets out the Council's high-level framework for hybrid working. Effective communication and engagement with employees, including front line workers, is essential in order to develop our culture, new behaviours, and ways of working. Consistent messages delivered as part of a two-way process ensuring that feedback from employees is used to shape our detailed approach will be central to developing and implementing our hybrid working strategy in practice.

A new Employee Communication and Engagement Strategy is being developed to support ongoing engagement, involvement and empowerment of employees and their managers by working through line managers and their teams and encouraging a more bottom up approach to communication, collaboration and cross-council working.



Implementation and review

Additional guidance, toolkits and FAQs will be developed to assist in the implementation and application of the Hybrid Working Strategy. The Council's Smarter Working Hub will be relaunched as a focus for information.

Employee focus groups and sessions with corporate, departmental, and extended leadership teams will be used to test and develop hybrid working approaches and materials, seek views and better understand the potential impacts on employees. Tools such as Learning Histories will enable us to test and develop our approaches over time ensuring we collect and use learning from earlier stages of activity to shape the next phases as we continually develop our approach.

Our approach will need to be kept under review to ensure ongoing success and that it continues to reflect learning, developing and new technologies and changing circumstances. We will undertake an initial review 6 months after implementation of our Hybrid Working Strategy to identify and resolve any initial issues.

Employee surveys and feedback from supervision and Employee Personal Development Reviews (EPDR's) will help inform our review process. We will form a group of employees from across the Council who will be involved in reviewing our approach to ensure that we are able to keep up to date and reflect changes in our workforce and new developments in this evolving area of work. Trades union colleagues and our staff support groups will be involved in the initial implementation of our hybrid working model and subsequent reviews.



**REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2021-22.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.
4. The work programme continues to be reviewed and a more comprehensive appendix will be prepared based on corporate priorities. It should be noted that, following the revisions to the committee system agreed by Full Council on 27 May 2021, the workload of Policy Committee is expected to change now that each of the main 'service committees' has been further empowered to approve certain types of policies. This will be reflected in the work programmes of Policy Committee and other committees.
5. The Update on Use of Urgency Procedures scheduled for this meeting has been removed from the work programme as the procedures have not been utilised in the latest six-monthly monitoring period (January – June 2021).

Other Options Considered

6. None.

Reason for Recommendation

7. To assist the Committee in preparing and managing its work programme.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward

Service Director, Customers, Governance and Employees

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services, Tel: 0115 9772590

Constitutional Comments (EH)

9. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference

Financial Comments (NS)

9. There are no financial implications arising directly from this report.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 6 JULY 2021)

| <u>Report Title</u> | <u>Brief summary of agenda item</u> | <u>Lead Officer</u> | <u>Report Author</u> |
|---|---|----------------------------|---------------------------------|
| 2 September 2021 | | | |
| Outside Bodies - Update Report – | To notify Committee, on a six monthly basis, of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate. | Marjorie Toward | Keith Ford |
| Working with Nottinghamshire's Universities | To update on the Council's work with Nottingham Trent University and University of Nottingham. | Anthony May | Derek Higon / Katrina Crookdake |
| Gamston Depot | To seek approval to proceed with the redevelopment of Gamston Highways Depot. | Adrian Smith | Gary Wood / Chris Wood |
| | | | |
| 14 October 2021 | | | |
| Public Engagement on Corporate Plan | To share the outcomes of the Public Engagement exercise agreed by Policy Committee in June 2021. | Anthony May | Derek Higon |
| 2 December 2021 | | | |
| | | | |
| | | | |
| 13 January 2022 | | | |
| Use of Urgency Procedures | Six Monthly Update report on the use of the Council's procedures for taking urgent decisions in the period July-December 2021. | Marjorie Toward | Keith Ford |
| | | | |
| 10 February 2022 | | | |
| | | | |
| 24 March 2022 | | | |
| Outside Bodies - Update Report – | To notify Committee, on a six monthly basis, of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate. | Marjorie Toward | Keith Ford |

