

Public Document Pack

Cherwell District Council

Executive

Minutes of a meeting of the Executive held as a Virtual meeting, on 16 June 2020 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor George Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Members for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead member for Clean and Green

Also

Present: Councillor Sean Woodcock, Leader of the Labour Group

Officers: Yvonne Rees, Chief Executive
Claire Taylor, Corporate Director Customers and Organisational Development
Steve Jorden, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer
Lorna Baxter, Director of Finance & Section 151 Officer
Sukdave Ghuman, Head of Legal Services
Natasha Clark, Governance and Elections Manager

12 **Declarations of Interest**

9. CSN.

Claire Taylor, Declaration, as the MD of CSN and would leave the meeting for the duration of the item.

13 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

14 **Minutes**

The minutes of the meeting held on 1 June 2020 were agreed as a correct record and would be signed by the Chairman in due course.

15 **Chairman's Announcements**

There were no Chairman's announcements.

16 **Covid 19 Recovery Planning: Re-start, Re-cover, Re-new**

The Chief Executive submitted a report to set out Cherwell District Council's approach to post COVID-19 planning and recovery following the national period of lockdown and a prolonged period of operation within an emergency response context.

In introducing the report, the Chief Executive explained that the council was planning to adopt a three phased approach to recovery planning, considering the immediate horizon and how services are restarted, the transitional horizon, how we adapt and implement preparedness plans for a local outbreak and the longer term including the economic and social consequences of the pandemic.

At the discretion of the Chairman, Councillor Woodcock addressed Executive. In response to Councillor Woodcock's comments regarding financial uncertainty and ongoing financial challenges, the Chairman commented that it was important to continue planning despite the ongoing financial uncertainties and the report set out the way forward.

Resolved

- (1) That the contents of the report be noted and the approach to planning for recovery for the immediate, transitional and longer term be endorsed.
- (2) That officers be requested to continue to work within the Thames Valley Local Resilience Forum (TVLRF) framework with a specific place-based focus on the needs of Cherwell District within that context.
- (3) That it be agreed that the Joint Cherwell District and Oxfordshire County Council's Member Partnership Working Group co-ordinates all partnership related recovery work.
- (4) That the financial impacts be noted and officers be requested to prepare financial and transformational plans which align with the organisation's policy response to COVID and its impacts and should include refreshing the medium-term financial plan and savings targets, renewing the Council's corporate plan and undertaking consultation and impact assessments as required.

- (5) That it be noted that the Council's workforce has been key to the Cherwell response to the pandemic and senior officers be asked to ensure there are effective organisational development plans in place to engage, support and develop the workforce to address the short, medium and long-term consequences of COVID-19.

Reasons

This report sets out an overarching approach for the Cherwell District Council to shape and coordinate its approach to immediate, transitional and long-term recovery. The council is recommended to continue to work within the Thames Valley resilience forum framework (TVLRF) and contribute to the Oxfordshire response to COVID-19 as part of the Local Health Protection Board. Appendix 4 (annex to the Minutes as set out in the Minute Book) sets out the emergency response, council recovery and Oxfordshire Health Protection Board governance structures to ensure transparency and assurance.

The council recognises that the pandemic will have far reaching consequences in terms of social, economic, health and community impacts and will seek to develop new policy and service delivery arrangements in response. The strategy by which it will do this is set out at appendix 1 (annex to the Minutes as set out in the Minute Book).

The council's staff are essential to the successful delivery of services and as part of recovery and renewal relevant support and organisational development will need to be undertaken. Likewise, the financial impacts of the pandemic are significant, and the council will need to respond with budgetary plans and proposals including a new medium-term financial plan.

The council will seek to engage with partners, communities and stakeholders as part of its response, and the report sets out the use of customer and community engagement as well as impact assessment as part of the process.

Finally the report provides an overview of the current operational status at appendix 3 (annex to the Minutes as set out in the Minute Book) and proposes a policy at appendix 2 (annex to the Minutes as set out in the Minute Book) with regards to how the council's buildings will be opened.

Alternative options

No alternative options have been set out. Recovery, service restart and renewal are essential to the long-term sustainability and wellbeing of the district, failure to plan effectively will likely increase the risk faced by the Council to its long-term sustainability and operational effectiveness.

17 Urgent Business

There were no items of urgent business.

18 Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

19

CSN

The Corporate Director Commercial Development, Assets and Investment submitted an exempt report relating to CSN.

On behalf of Executive, the Chairman thanked all CSN staff for their ongoing hard work and support to residents and businesses across the district during the coronavirus pandemic.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) That the exceptional contribution of CSN staff to the delivery of services to both Cherwell District and South Northamptonshire Councils during the Covid outbreak be recorded.

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

The meeting ended at 7.15 pm

Chairman:

Date:



Covid 19 RECOVERY STRATEGY

Restart Recover Renew

DOCUMENT PURPOSE

To set out an overarching framework to guide the recovery approach across Oxfordshire and Cherwell.

The paper sets out regional and local recovery objectives and priorities and the organisational form by which recovery will be managed. Its view is long, recovery includes renewal and adaptation to a post Covid society where long-term challenges will need to be addressed in ways that are financially, environmentally and socially sustainable.

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Appendices:

1	TVLRF Strategic Recovery Priorities
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3	Emergency Response Structure

Document Control

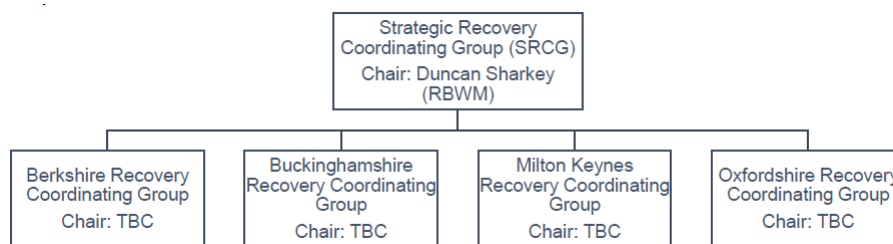
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1. The Regional Context - Strategic Priorities for Recovery

The Thames Valley Local Resilience Forum (TVLRF) have identified four strategic priorities for recovery. These are set out below with a detailed overview (attached at appendix 1).

1. Health and Wellbeing
2. Hardship
3. Economic
4. Resilience and Transformation

The TVLRF has established local coordination groups:



2. Restart, recovery and renewal in Oxfordshire and Cherwell

In Oxfordshire and Cherwell our approach to recovery reflects the TVLRF regional priorities with a focus on our local context and requirements. Our plan *Restart, Recover, Renew* recognises the importance of restarting service delivery and moving towards normal operations; of recovery, in terms of the local economy and the very real impact of Covid on health and wellbeing felt by the residents of Oxfordshire and Cherwell.

Importantly, our plan also focuses on renewal, our desire to transform our service delivery to support the long-term future of the county and its people, to take the lessons from the Covid pandemic to ensure our ongoing readiness and enhance our economic and community resilience. As such our plan will necessarily identify what transformational and organisational change is required to deliver a compelling long-term vision for Oxfordshire and Cherwell post Covid.

We recognise the importance of economic factors in driving our recovery. A thriving local economy will underpin renewal, provide opportunities for local people and ensure Oxfordshire retains and enhances its status as a world class economic force.

The long-term impacts of Covid are not yet known. But the potential health, social and material impacts on a generation of children, young people, their families, those who are vulnerable or clinically at risk, are significant. Of particular focus will be those communities, families and individuals who are disadvantaged or vulnerable. Our plans will consider the potential consequences of Covid, collect and utilise relevant data to ensure our services, both delivered and commissioned, are closely aligned with addressing local need.

The county council last reviewed its corporate plan, vision and outcomes framework in 2016, and Cherwell district council undertook a light touch review of its priorities in 2019. Given the combination of social and economic impact, coupled with the existing strategic challenges of climate change and the delivery of sustainable growth, our approach to recovery and renewal will necessary feed into new corporate plans for the councils. The plans will be underpinned by organisational change and development programmes.

Reports to the OCC Cabinet and CDC Executive set out the current estimated financial impact of Covid upon the two councils. Whilst this is likely to change over the coming weeks and months it is clear that the long term financial and funding picture for local government will remain challenging. Taken within a national context of economic downturn and unprecedented levels of government borrowing the funding and financial landscape will require us to design our future services in such a way that drives out costs and invests in long term preventative services. The case for transformation and the savings and benefits associated with it remains.

3. Three phases of recovery

1. The immediate horizon

We need to plan for the first few weeks of post-lockdown reflecting the context, lessons learnt and ensuring safeguarding arrangements continue to be secure. During this time we expect to see a surge in demand across all services and that those who are most vulnerable will require on-going support.

2. The Transitional horizon

Our work on business continuity planning, risk management and mitigation must continue and support our preparations for the possibility of a second peak. This means that organisational preparedness remains a key priority within our recovery and for the future. There will need to be a prioritisation in terms of how new services (or new delivery arrangements) that have been developed to support residents during Covid are continued to reflect differing demands.

3. The post-Covid horizon

We must plan for the long-term future, a post Covid society and economy. This is our strategic challenge. We will need to identify the medium and longer-term impacts of Covid on our local economy and community as well as understanding how Covid has impacted on our pre-existing objectives and priorities.

Planning for the longer term will require engagement with partners and community stakeholders as well as local business and residents. We will need to take account of national priorities and policies and develop a new (and/or refreshed) set of local priorities. These will drive our collective vision and strategy for the people and businesses of

Oxfordshire and Cherwell. We will set out an outcomes framework and plan for organisational development to ensure we can deliver against our long term plans.

All three planning horizons will be informed by a policy and evidence led response.

4. Covid as a driver of societal change?

A YouGov poll conducted for the Royal Society of Arts (published 17/04/20) found that only 9% of Britons want life to return to “normal” after the coronavirus outbreak is over.

Click here to see the data <https://flo.uri.sh/story/262445/embed#slide-0>

More than half hope that they will make some changes to their own lives and for the country as a whole to learn from the crisis. 2/5th of respondents said that there is a strong sense of community, 51% noticed cleaner air outdoors and 27% more wildlife. The impact of the economy however from these changes is reflected in 61% of respondents stating they are spending less money although in terms of potential positives for local producers, 42% of respondents said they value food more with 38% stating they are cooking more meals from scratch.

Does this point to a wider societal appetite for change? The pandemic provides an opportunity to consider the type of society, place and community we wish to be in the future. We need to make it easy for our residents and businesses to make the changes that they would like in their lives as many of these changes are likely to align closely with our prevention, early intervention, climate and public health objectives.

Source: <https://www.thersa.org/about-us/media/2019/brits-see-cleaner-air-stronger-social-bonds-and-changing-food-habits-amid-lockdown>

To achieve this the way in which we deliver services may need to change, whether this be using digital technology more effectively, designing services that can be accessed remotely or taking account of social distancing by reducing activities such as cash handling.

Finally, the wider impact on the design of our places and communities will also need to be considered, whether this be the creation of safe green spaces, an urban public realm that can accommodate social distancing or taking into account the impact on travel and transport.

5. How will we plan, coordinate and deliver recovery?

Our approach to restart, recovery and renewal aims to look at the ‘whole system’ considering the interdependencies between socio-economic factors, health outcomes, the economy, environmental matters and communities. Solutions to our challenges will not come from one organisation acting alone, nor will they come from doing ‘more of the same’.

Collaboration, innovation, pace, a clear focus on residents and leadership across organisational boundaries will be required and these characteristics must become part of the DNA of our councils. As such organisational development and support to our workforces will be an integral part of our approach.

We have established a thematic structure to ensure there is clear leadership and coordination of our recovery work. Each theme is sponsored by a member of the senior leadership team (CEDR) and brought together in the weekly Gold RRR meeting.

Section 6 of this document sets out the broad scope, objectives and priorities of these themes and each thematic cell is supported by the silver support cells providing specialist advice. There are also number of cross cutting issues that each recovery theme will pick up, including (but not limited to) issues such as safeguarding, climate change and health and safety.

The thematic groups will each cover the three phases or horizons of recovery and it is expected that lessons, activities and new policy initiatives will be identified and built into future corporate strategies and plans for both councils.

As plans develop the emergency response structures (set out at appendix 3) will be developed and realigned to support recovery planning.

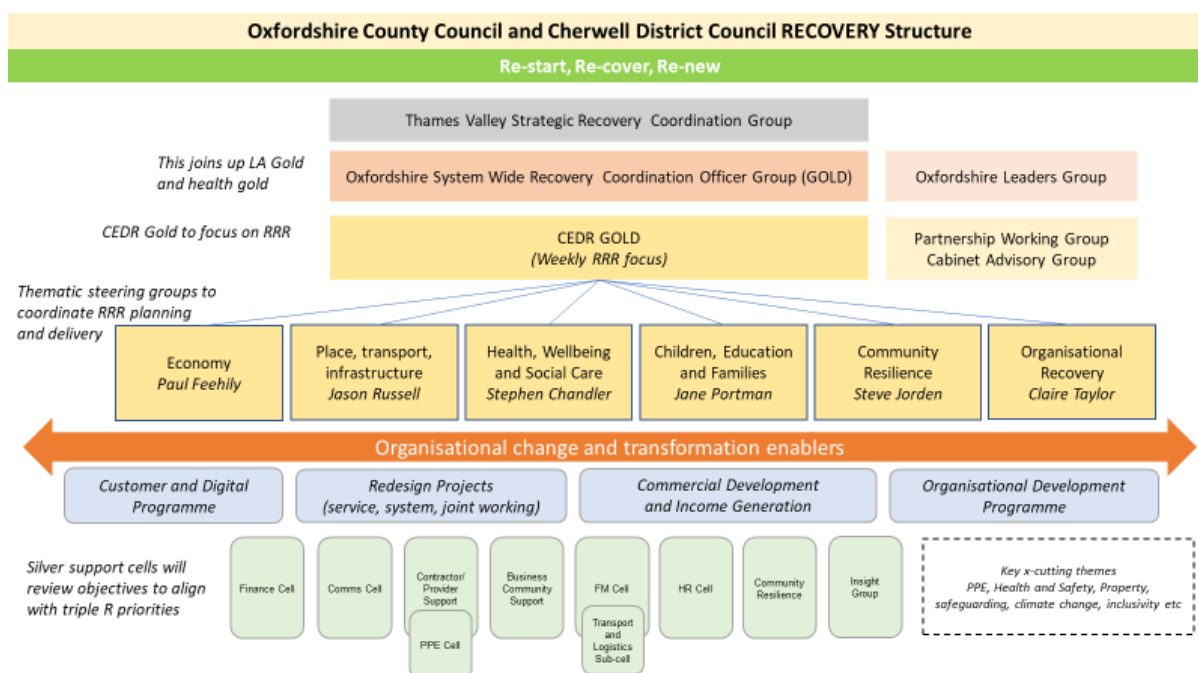
Democratic Oversight and Partnership Working

Whilst emergency response requires an immediate command and control structure, the restart, recover and renew programme may result in service changes, new projects and priorities and new ways of delivering service. As such it requires democratic oversight to ensure the programme meets the interests and needs of local residents, businesses as represented through elected members. Our usual democratic arrangements will therefore be required including scrutiny, engagement with the OCC and CDC partnership working group and the Transformation Cabinet Advisory Group (CAG) at OCC. Portfolio holders and lead members at both councils will need to be engaged with the work undertaken in each thematic area that reflects their portfolios.

Partnership working will be key to the long-term recovery of Oxfordshire and Cherwell. As such the joint working partnership will continue to play a key role in organisational change and development. But across all themes we will be working closely with partners to develop system wide solutions and where appropriate will establish and participate in partnership recovery activities, for example the LEP will have a key role in driving economic recovery.

Health partners and other local authorities within Oxfordshire have similar approaches to recovery and where possible are aligning work and themes.

DELIVERY STRUCTURE – OCC and CDC



6. Themes for recovery in Oxfordshire and Cherwell

This section sets out the objectives and priorities for restart, recovery and renewal under the following six themes.

1. Economy
2. Place, Transport, Infrastructure
3. Health, Wellbeing and Social Care
4. Children, Education and Families
5. Community Resilience
6. Organisational Recovery

6.1 Economy

SCOPE AND KEY THEMES

The scope of this theme will include all elements of economic development jobs and business support. It will focus on the local economy and how it relates to national economic growth priorities. A thriving and sustainable economy will underpin other recovery themes and as such our economic partnerships will be essential to the development of our plans.

There will be a role for Local Authorities to play in helping to manage the large stimulus packages that the Government will have to invest in to restart the economy.

RECOVERY OBJECTIVES

To support the County Council's and Cherwell District Council's strategic economic objectives by engaging with partners and sector representatives to secure as close to a 'V' shaped bounce as possible to the current economic Covid induced recession in Oxfordshire generally and Cherwell specifically while ensuring the Councils' climate action commitments and zero emissions targets underpin a drive to achieve a greener, more sustainable economic growth in the long term

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- understand factual basis of current economic situation;
- identify those parts of the economy most susceptible to business closure and/or unemployment;
- identify range of appropriate interventions and partners to assist sectors at greatest immediate risk of business closure and a rise in unemployment;
- set up delivery mechanisms for and administration of government-backed discretionary grants to small businesses.

The Transitional horizon

- To administer discretionary grants and any other new stimulus packages that may be provided by Government;
- To identify opportunities presented for resetting the economic potential of the district as part of the Cherwell Industrial Strategy (CIS) and the county as part of OxLEP's Local Industrial Strategy (LIS).
- To ensure growth in the economy is inclusive to benefit communities that are most impacted by the negative effects of the economy. Identify communities and places within Oxfordshire that is particularly affected by this through JSNA ward profiles and COVID impact assessments.

The post-Covid horizon

Through the further development of CIS and by working in partnership on the LIS, capitalise on the potential to achieve a new kind of economic growth for the long term that a renewed and reaffirmed focus on the 'green economy' and digital connectivity enhancement could support.

Key Partners

County wide

OxLEP (NB likely to be leading the County work – OCC no longer has its own internal ec dev function as this was essentially outsourced with the creation of the LEP)

Cherwell

Banbury BID
Bicester Vision
Kidlington (?)

BEIS	Local business representatives from key sectors (including manufacturing/tourism/construction) Schools and colleges
DWP	
Districts	
Business representatives (not OxLEP)	
University/FE sector	

6.2 Place, Transport and Infrastructure

SCOPE AND KEY THEMES

The response to COVID has resulted in significant impacts on users of our place, transport and infrastructure services. These include reduced travel as people work mainly from home, schools are largely closed, town centres and retail areas are closed, and people only travel for essential journeys. Markets, playgrounds and household waste recycling centres have been closed due to safety concerns.

The scope of this theme includes transport, leisure and amenity infrastructure used by everyone who lives, works and travels in Oxfordshire. Including: highway network, town centres, public rights of way, countryside, household waste recycling centres, playgrounds, markets, parks, cemeteries, supported transport, public transport.

RECOVERY OBJECTIVES

As restrictions are lifted and people start to return to work, more journeys become permitted, and exercise and leisure activities increase, we will have to enable people to travel safely whilst maintaining social distancing.

In the longer term, we will want to find ways to hold on to the gains during COVID, such as reduced congestion and carbon emissions, consistent with our ambitions for climate change and transport connectivity.

In both the short and long term, we need to ensure that any measures we take support action to tackle inequalities in Oxfordshire.

How we manage, operate and maintain our hard and soft infrastructure will be essential to achieving improved health and wellbeing, economic and community resilience outcomes.

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- Ensure that people can travel safely through consideration of safe public transport arrangements
- Manage the implications of promoting in the short to medium term driving, walking and cycling above public transport
- Manage the travel and parking implications of schools opening
- Ensure affected infrastructure is brought back into use as soon as practicable in line with future defined purposes
- Support towns, through supporting a joined-up approach to place shaping
- Ensure that we re-build public transport patronage as a key component of key workers being able to get to work
- Ensure waste disposal arrangements are fully functional
- Enable people to safely visit community amenity and retail areas, such as markets, parks, playgrounds and cemeteries

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long-term response.

Many of the short-term measures we put in place will not be suitable in the longer-term as networks become busier. The transition phase will be critical in ensuring we move smoothly from immediate to long-term measures.

The post-Covid horizon

- Ensure we understand the impacts to date of the lockdown and the implications of that for our hard and soft infrastructure, transport systems and places
- Ensure that we understand the issues that will enable us to reimagine the future
- Engage and empower people to make the right travel decisions
- Promote sustainable modes of transport and make it more inclusive to all communities across Oxfordshire
- Ensure that we don't provide incentives that encourage the reuse of cars over walking, cycling and public transport
- Consider how we can use the opportunity to address critical issues, including: net zero emissions; tackling inequalities; and future proofing our transport system.
- Strengthen what works well in communities on a daily basis
- Build and maintain partnerships

Key Partners

District and City Councils
Parish Councils
Private sector partners

Ward Members
Other LAs
Transport operators

6.3 Health, Wellbeing and Social Care

SCOPE AND KEY THEMES

The scope of this theme covers all elements relating to public health and social care, it will develop responses to issues such as health inequalities, transformation in adult social care and set out how the councils work in partnership with the health system to deliver improved health and social care outcomes.

RECOVERY OBJECTIVES

To support the County Council's and Cherwell District Council's strategic aims consistent with the Oxfordshire Health & Wellbeing Boards objectives. In addition, and specific to responding to Covid is the resumption of key Health and Social Care services that had ceased. There are 'new' challenges posed by Covid such as 'Post Covid Syndrome' increased mental health impacts and increased chronic health conditions. There are also new 'norms' associated with significant elements of the sector (Discharges to assess, admission avoidance services, care homes) that will now be embedded.

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- To setup a highly effective local "Test & Trace" programme with clear governance and accountability structures. To support this to produce a local outbreak plan in partnership with all the key stakeholders across Oxfordshire.
- Identify and confirm services which had been stood down as part of social isolation requirements that will resume and in doing so aim to mitigate any negative impacts on particular vulnerable groups, such as safe guarding issues that were "hidden".
- Identify models of support for homeless individuals who have been placed within emergency provision.
- Continue the 'new approaches' associated with 'D2A' and the implementation of Care Home action plan.
- Support the resumption of primary and community care services which were stood down.
- Continue to develop support arrangements for those individuals who are 'shielded' but increasingly vulnerable.
- Ensure that preventative services including screening & immunisation are re-established and action targeted to address areas of low uptake. This may include novel solutions to manage public fears such as drive through immunisation clinics.
- Manage impact of release from social distancing. Increase in demand for certain preventative services such as sexual health services.

- Address health inequalities in relation to access to above mentioned preventative services. Disadvantaged communities with poor health outcomes are least likely to access the above mentioned preventative services.
- Gradually resume the NHS Health Check provision starting with high risk groups such as BAME communities.
- Building on “Quit for COVID” campaign, encourage people to give up smoking aiding Oxfordshire to become smoke-free by 2025.
- Take action to maintain positive impacts such as increased walking and cycling.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long term response.

Promote well-being messages and services for mental health support:

- grief support services; PTSD for cares/health workers
- Benefits advice support as higher rates of unemployed
- Recruitment campaigns to attract staff whilst positive image of services and higher rates of unemployment.
- Aligning COVID learning with planning for winter e.g. Infection Prevention and Control.

The post-Covid horizon

- Explore and develop new models of support for vulnerable people (People with LD who are required to remain ‘self isolated’)
- Develop long term options for ‘homeless’
- Review Services for Domestic Abuse
- Manage outbreaks due to reduced immunisations e.g. measles (inequality element likely)
- Increased morbidity and mortality leading to increased demand across the system. E.g. late diagnosis of cancer (inequality impact likely)
- More widely reforming services to address inequality.

Key Partners

County wide

BOB ICS

OACP

OCA

DWP

Districts

University/FE sector

Housing Partners

National

ADASS

TVS Level

ASC Cell

6.4 Children, Education and Families

SCOPE AND KEY THEMES

As we begin our work to plan for recovery, it is important that we consider this as a golden opportunity to improve further our work with children, young people and their families, our partners and each other. We know before the world turned on its head that we were leading really good quality services and achieving good outcomes overall. Since lockdown, we have all learnt a lot about new ways of working and have benefitted in many ways. We need to reflect on our collective learning and translate that into our recovery plan so that we capitalise on this opportunity to improve our services further. We need to consider what we want to recover into.

We also know that Children's Services will experience their greatest pressures once the 'recovery phase' begins. We can anticipate a surge in demand for services post-lockdown and we need to plan for this. Whilst our risk mitigation strategies are robust, we should consider more radical mitigations to manage the likely spike in demand that will occur. We know that 'recovery' conversations must be multi-agency involving police, health, schools, ADCS, DfE and other relevant services. The workforce across the entire multi-agency partnership terrain may have been weakened during the current pandemic, so 'recovery' must be focussed upon the wider children's workforce.

RECOVERY OBJECTIVES

- Address predicted post lockdown rise in demand and the disproportionate impact on vulnerable children and families
- Ensure an appropriate education and childcare offer for all children is in place. This will be a mixed package dependent on parental choice, needs of the child and health considerations. This will evolve through the different phases of recovery. Schools will need to further develop the inclusive ethos and practices, measured by a reduction in exclusions and narrowing attainment gap. The single priority for The Oxfordshire Strategic Schools Partnership is "Develop inclusive practice and provision in order to improve the progress and life chances for our SEND and disadvantaged learners. This is likely to be the recommendation for Oxfordshire County Council Strategic Education Plan 2020/23.
- Develop multi-agency, place-based services, our early help offer, our Family Safeguarding Plus model and our integrated Youth Justice & Exploitation service, with the aim of improving our collective ability to identify additional needs earlier and provide easy access to the right support to enable change and restore families' resilience. We need to have a joined-up Children's Services approach.

- Ensure there is a coherent and joined up universal offer to children and families supporting children’s mental health, emotional wellbeing and resilience
- Improve health outcomes for children and young people by ensuring an integrated children’s health system
- Ensure sufficiency of Early Years Provision through assessing and addressing market needs through the phases of recovery as set out by government.
- Ensure providers of placements for our children in care continue to be supported and the markets internally and externally supported to provide sufficiency of local provision
- Implement an Alternative Provision offer that better meets the needs of schools, children, and young people within agreed timescales.
- Further improve the sufficiency and quality of placements and accommodation for children in care, care leavers and 16-17yrs olds who present as homeless through the implementation of our Transformation of In-House Fostering, Commissioning Strategy Action Plan and our newly commissioned Young People’s Supported Housing Pathway
- Ensure that there is sufficient targeted help and support to get looked after children and care leavers re-engaged and back on track academically to redress their disadvantage and give them the best opportunity to improve their life chances
- Implement the YPSA pathway as a priority to support young people to step down from fostering and residential provision in order to reach independence
- Engage and promote participation of children and young people, their parents and carers in recovery planning
- Focus on further strengthening the resilience and morale of our workforce

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

We need to plan for the first few weeks of post-lockdown reflecting the context, lessons learnt and ensuring safeguarding arrangements continue to be secure. We know that during this time we expect to see a surge in referrals from schools once they begin to re-open, and from health colleagues when they return to their normal roles.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak.

The post-Covid horizon

We need to plan for the longer-term future – this is our strategic challenge, which will need to drive our vision and strategy for Children, Education and Family Services, our engagement with schools and academies, our outcomes framework and plan for organisational development and will require engagement and a policy and evidence led response.

Key Partners

- Oxfordshire Safeguarding Children's Board
- MASA
- Children's Trust Board
- Health and Wellbeing Board
- Safer Oxfordshire Partnership Co-Ordination Group
- Emerging Oxfordshire Primary Schools Headteachers' Association (OPSHA)
- Oxfordshire Association of Special Schools Headteachers (OASSH)
- Oxfordshire Secondary School Headteachers' Association (OSSHTA)
- Oxfordshire Strategic Schools Partnership (OSSP)
- Joint Housing Steering Group
- Health commissioners and providers
- CAMHS Assurance Board
- Learner Engagement & Early Help board
- Youth Justice Board
- Residential providers
- Foster carers
- Early years settings
- Community and Voluntary Sector

6.5 Community Resilience

SCOPE AND KEY THEMES

As the impact of Corona Virus continues to bite, we must guard against the long-term effects of the economic down turn. We need to ensure that the resources that enable communities to be resilient are not withdrawn and the areas that are most in need are targeted and supported as they adapt to change. Unless we act now the recovery will be much harder and slower and many communities will suffer the consequences for many years to come. More than this, we have once again recognised the impact of often informal community support in prevention and in reducing demand on statutory services. Often this is through the direct provision of support when issues have occurred but much more, so this is through generating a social environment where need is met before issues arise. Overall the impact is to improve outcomes for residents and support the sustainability of services.

We are already seeing impacts on communities across our County. It is likely that we will face high unemployment – particularly youth unemployment and long term worklessness – and there are growing pressures on family life and household resources. More must continue to work hard to alleviate some of the immediate hardships being faced by the most vulnerable in society.

As a Local Government family we cannot do it all so we must use our community leadership and enabling role to build community resilience and to make our communities safer – help those who are able to help themselves and focus on those who are not! As a County and District Council we need to develop our different and multifaceted community facing roles: as service provider; as regulator; as safe-guarder; as public-sector partners; as local scrutineers and; above all, with a democratic mandate for local leadership.

The scope of this theme includes all matters relating to community safety & resilience, engagement with the voluntary and community sectors.

RECOVERY OBJECTIVES

1. Invest in community leadership.
2. Focus on places and people
3. Strengthen public and voluntary sector partnerships.

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

- Assess the strengths and assets of our respective communities and develop an approach that allows individual communities to organise and strengthen their assets, capacity and interests
- Understand community complexity
- Engage and empower all parts of the community
- Strengthen what works well in communities on a daily basis
- Recognize community capabilities and needs
- Foster relationships with community leaders
- Build and maintain partnerships
- Leverage and strengthen social infrastructure, networks, and assets
- Develop the role of local democratic leadership role

The immediate horizon

Community support will remain relevant throughout the Covid-19 period as will working with community and voluntary sector groups to continue to support communities, shielded residents and those activities that have developed to support community resilience. While residents remain shielded and otherwise vulnerable, community support will remain integral

to keeping people safe and well. There is also still a risk that Voluntary and Community Sector (VCS) organisation may be asked to play specific roles in supporting statutory services (for example the shield service) as part of business continuity plans. We will need to establish ongoing needs and identify any gaps in provision.

The Transitional horizon

As the position changes, more resilient communities will find the transition to more normal ways of life less challenging. Equally, resilient communities will more easily meet the difficulties we may face in a negative economic environment or one where health challenges remain, as well as being more able to support residents recover from negative impacts of the current period – whether that impact is on mental, physical, social or economic well-being. By understanding community strengths and which communities are more and less able to support themselves – and how inclusive that support is - we will be better able to target our resources. Ensuring any gaps are covered and supporting a coordinated volunteer network system, building capacity where necessary. This can be done through stakeholder engagement sessions, virtual matching service provision to need and helping build community leadership models – keeping people in touch with what’s happening and what support is available.

The post-Covid horizon

In the long-term, recognising the characteristics of strong communities will be critical in designing services, partnerships, development and infrastructure. It will help us be a better partner for the VCS and enhance our role as an indispensable leader in civic society. We need to develop visions for Cherwell and Oxfordshire in partnership with the community that help us focus our purpose.

In our policy making and service delivery, we need to recognise the critical importance on place to community resilience and on individual wellbeing. We will need to co-produce locality and community specific programmes to build resilience, and ensure communities are robust and sustainable. Linking in with all other themes to ensure that solutions reflect local concerns and embedding the healthy place shaping model.

Key Partners

- Community groups – they can assist in providing resources and community intelligence (e.g. Voluntary Action Groups, churches and support groups) who will have knowledge of vulnerable residents
- Ward Members
- Town and Parish Councils
- Other LA’s
- EP
- Reg Services
- Safer communities partnerships

6.6 Organisational Recovery

SCOPE AND KEY THEMES

The impact of Covid 19 requires us to consider how we respond as an organisation: employer, service delivery agent and commissioner to ensure our colleagues, councillors, customer and clients continue to receive the support they need to deliver and access the best possible service, advice and support from the councils.

We must also protect service delivery, support, engage and maintain the workforce to deliver and adapt to the challenges presented by Covid. These include new delivery arrangements in response to Covid and the delivery of our long-term strategic priorities.

We share organisational challenges in common with other public sector providers. How to create safe and secure workplaces, maintain operational resilience and the trust and support of our workforces who are key to fighting the threat from Covid.

In the longer term we will need to adapt and change the way we work to take account of the realities of a post Covid world. This includes the financial implication, the impact on those in society who need our support and the economic impacts for Oxfordshire.

We also have learnt significant lessons from working during the Covid pandemic, lessons about innovation, pace and change, digital adoption, logistics and the vulnerabilities of our communities.

RECOVERY OBJECTIVES

1. To ensure an effective, controlled organisational stand up.
2. To secure the health safety and wellbeing of colleagues and customers by providing appropriate guidance, equipment and support.
3. To ensure there are effective risk assessment arrangements in place.
4. To maintain organisational preparedness in the light of an additional Covid spike.
5. To open up our offices and buildings in a safe way, ensuring there are effective and compliant arrangements in place to facilitate social distancing.
6. To ensure lessons learnt are carried forward into new ways of working
7. To effectively communicate operational changes to councillors, colleagues and customers.
8. To ensure that organisational change programmes are reviewed to take account of required new ways of working.

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

Dealing with workforce issues relating to operational stand up, these include: health and safety, property, public transport matters relating to work, on-going messaging about those remaining at home, shielded workers engaging with partners, customers and colleagues to offer clear guidance.

- The delivery of priority services.
- Minimise the risk of Covid-19 on the public, staff and partners by supporting our national and local response to contain the spread of the virus.
- The health, safety and wellbeing of councillors, colleagues and customers.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long term response.

- Ongoing support to facilitate remote working wherever possible.

The post-Covid horizon

Property, IT and digital and organisational development to support transformational objectives and requirements.

- Reshaping the workforce to deliver and commission services that meet the needs of the councils and residents of Oxfordshire and Cherwell past Covid.
- Organisational development to support required change.
- Delivery of new and / or redesigned services.

Key Partners

- Unions
- Oxfordshire system organisations
- TVLRF
- Suppliers

Appendix 1: TVLRF Strategic Recovery Priorities

<p>Health and Wellbeing</p>	<ul style="list-style-type: none"> • Assistance for those who have either had the virus and are recovering or those who have lost someone to the virus. • Emotional support for the whole population who have been affected by significant disruption to their lives and may react to the threat of the pandemic or future pandemics in challenging ways
<p>Hardship</p>	<ul style="list-style-type: none"> • Assistance for those who have lost their livelihood and potentially homes, relationships and more because of the global pandemic. • Support for learners and recent leavers who need educational and career support to move to the next stage of their life.
<p>Economic</p>	<ul style="list-style-type: none"> • Support for business and the Government to re-establish economic activity and an appropriate fiscal environment. • Detailed assessments of impact across sectors and places, retraining and funding to assist restructuring. • Apprenticeship support and job brokering (if required). • Business advice and counselling.
<p>Resilience and Transformation</p>	<ul style="list-style-type: none"> • Future resilience to epidemic or pandemic viruses. • How/if services are turned back on during response/recovery crossover? • Do we want services operating how they were, or do we want to recommission to new standards and behaviours? • What changes to service, operations, behaviours and legislation are required to maintain low virus transmission rates and public safety? • Develop social policy and regulation to support population behavioural change to encourage the positives demonstrated. • Pick up and cherish the transformational benefits of the behaviours demonstrated during the pandemic.

Appendix 2: Phase 1 Immediate Recovery Process (OCC/CDC)

IMMEDIATE RECOVERY PROCESS STEPS

When determining how to re-start, services should consider the following issues.

1: Service prioritisation

- Considering your business continuity plans, service and community impacts, and longer-term objectives, assess your services to determine:
- Those that need to be fully restored
- Those that need to be partially restored
- Those that will not be provided for now
- Those that might need to be changed or enhanced to respond to COVID or to support longer-term objectives

2: Determine safe working practices

- For services that will be fully or partially restored, what safe working practices will be required to ensure the safety of staff, partners and the public? This will need to be based on government guidelines, and we will have to ensure that we are consistent in how these are applied across all service areas.

3: Undertake a service and community impact assessment on the revised service provision

- In order to assess minimise differential impact on different sections of the community, for new models of service provision, can you assess the impact of the model in terms of differential impact? Will the new service approach advantage or disadvantage particular groups? What will you do to minimise this? For services being partially or fully restored, can you assess the differential impact of Covid-19 so far for service users and how can service reintroduction minimise this?

4: Plan for how you will cease or reduce restored services if required

- It may be necessary to stop or reduce services if there is an increased risk of spread of infection. Use the learning from the COVID response to review your business continuity plans to ensure that you are able to stop or reduce your restored services smoothly and effectively.

5: HR Requirement

- Given all of the above, the expectation that people should work from home if they can, and the need to maintain safe working practices in the workplace, what will be required of your staff to provide the restored services?

6: Property, IT etc.

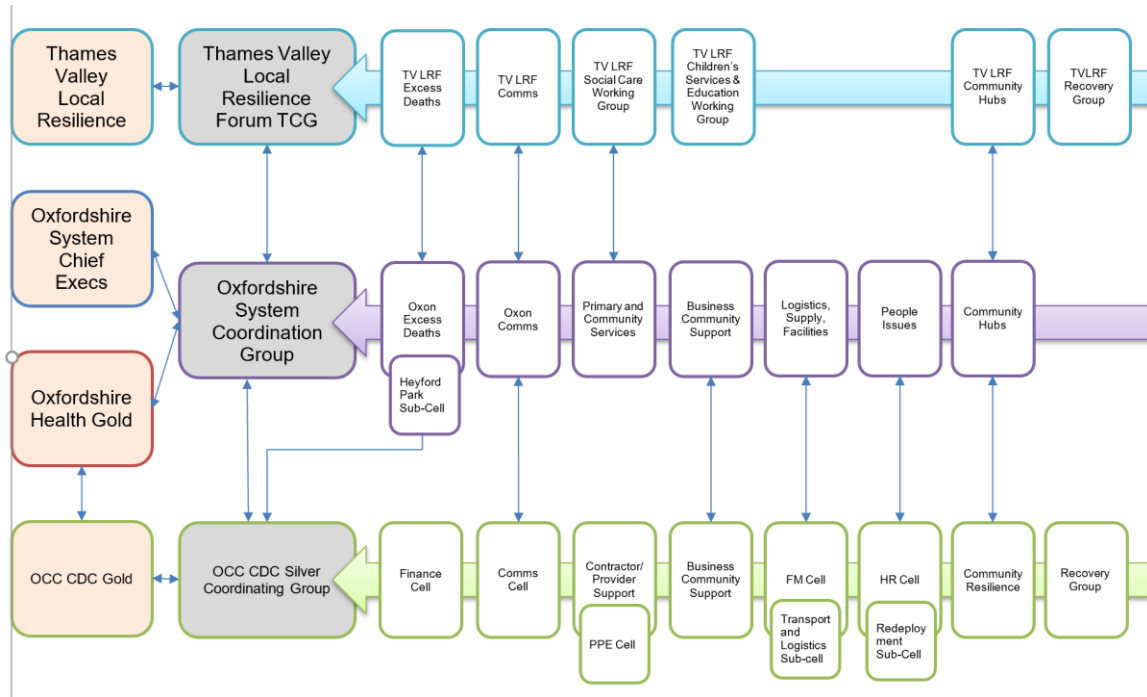
- Given all of the above, what requirements will the service have for property, IT, equipment etc. to deliver the restored services? We need to ensure we have a collective understand of the overall demand on our corporate services and any interdependencies.

7: Consideration of future changes

- This process may need to be repeated to respond to changes as we move through the three steps outlined in the Government Recovery Plan. Taking into consideration the changes that are likely to happen at each step, services should consider when they will need to review the service delivery.
- To ensure that we are sighted on services changes, services should record a brief summary of the outcome of the changes that they are proposing to make. This summary should be shared through the silver group so that:
 - Service interdependencies can be managed
 - A Council wide view of the property, HR and IT implications and requirements is developed
 - The financial implications are understood
 - Assurance is given to CEDR on how this is being managed across the Council

Appendix 3: Emergency Response Structure

The diagram below sets out the regional and county emergency response structure. The recovery structure set out in this document will replace the CEDR Gold and OCC /CDC Sliver Coordinating response groups. The technical, tactical and advisory groups will be refocused to support recovery.





Policy Statement - Reopening of Council Buildings

Introduction

This Policy Statement sets out what approach OCC/CDC will use to reopen its many buildings and public facing facilities. It will establish the Priorities by which buildings/facilities will be opened and describe the Principles which will guide responsible officers when considering what buildings need to be opened and when.

This Policy Statement will be reviewed at CEDR level least every 3 weeks in line with:

- government advice at the time,
- if there is a further outbreak or
- a local outbreak that is likely to impact services being delivered.

Context

As government guidelines permit the return to work and businesses are broadly allowed to reopen workplaces, we must be prepared to determine our own thresholds and policies for welcoming employees and customers/visitors back into our buildings.

Factors to consider are the availability of widespread testing, reliable and sustained accessibility to key infection control and hygiene supplies such as hand gel and PPE, the ability to support social distancing and frequent cleaning, and regulatory requirements and implementation of safe working practices.

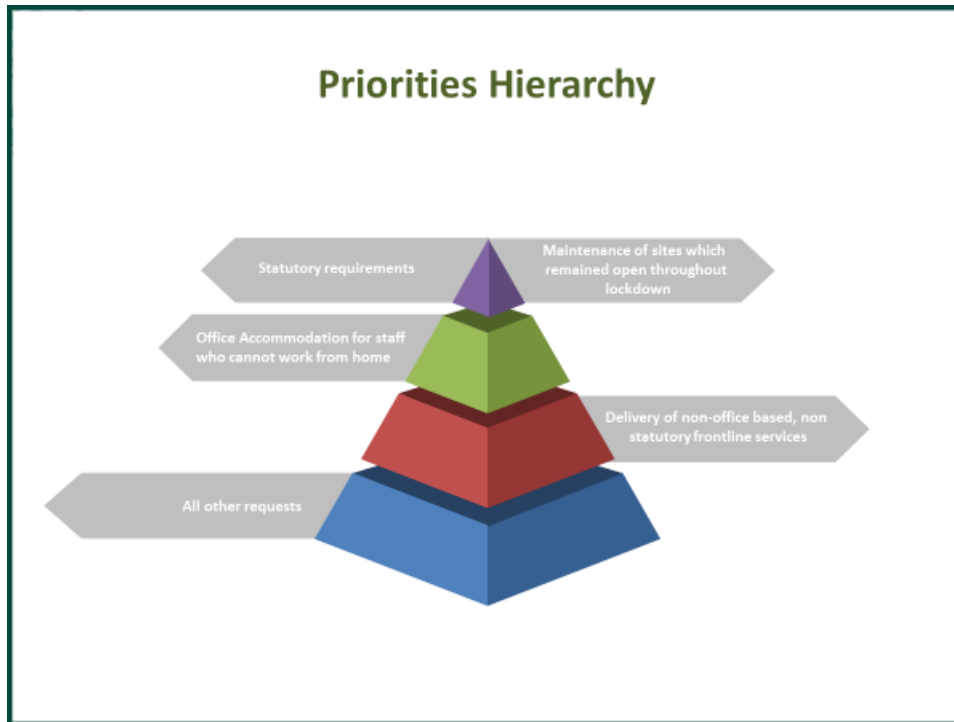
Moving from 'response' to 'recovery' requires a considered, planned and phased approach. This approach will reflect government and public health advice which recommends that buildings re-open in a gradual and thoughtful manner with all the necessary protection and social distancing measures in place. The plan will enable the council to increase the number of staff working in front facing and location based services.

Aim

- To protect our staff and the public from the spread of infection
- To safely reopen council buildings to support the public in accessing services that cannot be accessed in other ways and to deliver our transformation programme
- To explore sharing accommodation with partners

Priorities

To ensure a coordinated approach and to be able to manage resources to open buildings, there will be a need to manage demand by prioritising as per diagram below:



Priority 1

- Buildings that facilitate critical services or there is a need to meet legal requirements e.g. registrations
- Government instruction or guidance to resume
- Currently open/partially open sites for ensuring Covid-19 compliance

Priority 2

- Offices for staff who are unable to work from home
- Essential public services or functions i.e. legal or highly sensitive meetings, transactions, customer services that can only be done via face to face contact with members of the public

Priority 3

- Buildings that are shared and partner wants them opened
- Facilities that are essential to the health and wellbeing of our residents e.g. libraries

Priority 4

- All other requests, including ad hoc urgent requests

Principles

Every effort should be made to share buildings with partner organisations to reduce the need for travel and make efficient use of buildings.

Where this is not possible buildings will be reopened:

- In line with best practice guidance from Government, HSE and Public Health.
- When health and safety and social distances measures are securely in place
- Where the business case demonstrates face to face work with the public is necessary to deliver services and as per prioritisation set above
- Where the business case demonstrates this supports the delivery of transformation of services
- In a coordinated way across all our operational properties.
- When approval has been authorised by CEDR and then all relevant risk assessments have been signed off both by property and the respective service directors.
- When a clear communication plan is in place and staff/public fully understand the conditions of usage.
- Staff may be asked to work from a different building than they would normally use

Focus on People – Criteria for Future Working Arrangements

Government guidance is to work from home if you can and we will continue to encourage this.

However, going forward we will continue to embrace new ways of working, including supporting agile working.

Below are some of the initial criteria that will be used to assess staff's need for office accommodation, but this will be reviewed every 3 weeks and in line with government guidance:

- Key worker roles or those staff who support front-line customer facing roles that are not effective or as effective when done remotely.
- Those staff undertaking work that can be distressing and where the employee would benefit from the physical separation of the home and work environments.
- Those staff undertaking work that involves highly sensitive information and data and where the home environment may not provide a safe and confidential space.
- Where an employee can successfully carry out their work from home but has indicated that their health and wellbeing is beginning to suffer as a result of isolation or an exacerbation of an existing mental health condition. Occupational Health assessment will be recommended in this situation prior to a decision.

- Domestic circumstances mean that working from home has a major impact on the employee's productivity and/or health and wellbeing.
- An office location can be identified for the employee that could alleviate where possible, the need to use public transport.
- Consideration should be given to staff returning to work from an office location on a limited number of days per week rather than full time where the role can be successfully carried out from home.

All the points above will be considered as part of the process of effectively risk assessing each individual case and the actual need for office accommodation.

Building on our long-term Property Strategy

We will conduct a holistic review of our requirements for use of our buildings and assess and optimise our medium- to long-term positions and options considering anticipated changes to workplace strategy and transformation programme in a post-Covid-19 world. We need to build in greater resilience by introducing a spectrum of physical and virtual solutions based on business needs, learning from our experiences as a result of lockdown.

It is recognised that in the longer term our use of buildings may need to change to deliver new ways of working especially reflecting a post Covid-19 workplace.

A balance will be sought between the practical requirements of 'standing up operations' including dealing with backlogs and current service delivery arrangements, with our longer-term transformational ambitions.

These include enhancing access through digital delivery, supporting our workforce with increased options for flexibility and decoupling service delivery from buildings and focusing on how, when and where customers want to access our service.

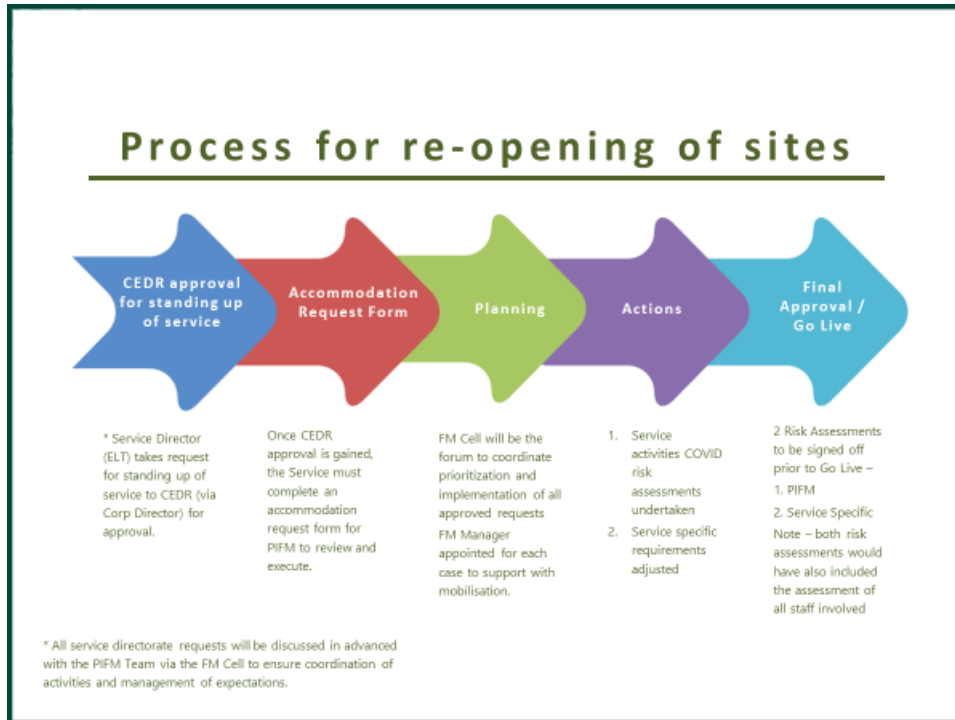
Our arrangements need to be in line with our Property Strategy, to make the best use of our assets, particularly in the longer term.

Key points to note:

- Service directorate Directors/Asst Directors (ELT level) will be responsible for both getting CEDR approval for the standing up of services and implementation
- FM Cell will be the forum for coordinating all activities around processing and implementation of any requests
- An OCC wide communication of all the above will go shortly after final CEDR endorsement so that the message is clear across both OCC/CDC. Communications plans have been developed.
- **Those buildings which did not close during lockdown are now being prioritised for risk assessments and implementation of appropriate measures.**
- **All buildings MUST have all Covid-19 Secure Risk Assessments in place before re opening.**

Process for Opening

Diagram below outlines the different stages of the whole process:



Appendix 3 – Operational Status Update

Service Area: Adult Social Care and Housing

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Adult Social Care</p> <ul style="list-style-type: none"> The majority of Adult services continued to operate during the lock down period though clearly through different routes. (Working from home, online assessment/reviews, online training etc). Safeguarding training and awareness has increased with referral numbers being constant. We experienced an increase in contacts both during office hours and outside this. As a result there was a need to deploy staff differently to respond. We supported the system response to the ‘Shielded’ individuals some who were known to ASC but most not. We support community groups to support individuals providing a reassurance of both capacity and support possible within communities. We setup a number of direct support structures for the market (Care Home cell, PPE resource, direct Commissioning point of contact) to ensure both oversight and resilience. This has also included the allocation and distribution of addition support both financially and practically in the form of PPE, some staffing support etc. The service led the response to the ‘Care Home Support’ requirement for government demonstrating a robust system partnership. 	<p>The Adult Services Management team meetings weekly to ensure robust oversight and leadership of service and system matters. We have sought to demonstrate a stable, confident approach through out the lockdown period which we will continue through recovery.</p> <p>Most of our focus will move to establishing and supporting contact with individuals and services stopped as a result of Covid but importantly seeking to establish the ‘new norm’. Key areas are:</p> <ul style="list-style-type: none"> Re-establish face to face assessment and review where appropriate Development and implementation of alternative community-based support (Discharge to Assess) Plan for Care Market re balancing. (10-15% reduction in Care Home usage). This includes strengthening the community based offer for 	<p>The services ability to operate remotely was tested both technologically and individually and responded well. Teams moved rapidly into a new operational rhythm which we will look to maintain as we come out of lockdown.</p> <p>Some performance indicators were ‘suspended’ during lockdown (DTCO, reablement) though we have continued to monitor internally. Whether these will remain a focus for Gov as we move forward is as yet unclear.</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<ul style="list-style-type: none"> We have worked closely and positively with partners (OCPA, OCA, NHS, Vol Sector) ensuring maximum impact and ownership of solutions. 'Team Oxfordshire' Operational teams continued to work directly with NHS colleagues within hospital settings supporting timely discharges. These staff have had routine access to both standard and antibody testing for Covid. We have increased the number of support hours within the community during this period 	<p>people wanting to remain at home on the future.</p> <ul style="list-style-type: none"> Build further community capacity and usage on basis of Covid experiences Support NHS Service restarts and redesign 	
<p>Housing</p> <ul style="list-style-type: none"> Housing services have continued to operate during lockdown. As part of eh initial surge the service supported homeless individuals off eh streets into temporary placements and have provided support during the period of lockdown, (This group naturally finds the restrictions lock down places harder than most so support as been critical). The service also with district and city partners commissioned a dedicated support service for any homeless person who developed Covid during the lock down period. 	<ul style="list-style-type: none"> Identification and implementation of permanent housing arrangements for those placed with temp housing during Covid. Strengthen support for people at risk of homelessness as a result of employment loss 	<p>We remain concerned that the economic impact of Covid will result in a number of individuals/families loosing stable housing and requiring support. This will demand additional support and resources.</p>

Service Area: Children, Education and Families

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Children’s Social Care</p> <ul style="list-style-type: none"> • Children’s Social Care, Safeguarding, Looked After, Leaving Care and Early Help services have been fully operational during the lockdown period • All new concerns about vulnerable families have therefore been assessed as normal and responded to • Risk assessments have been conducted in relation to all children and families “open” to children’s social care and an agreed partnership response provided which is appropriate and proportionate to meet need • All vulnerable children have been offered a classroom place at school • Vulnerable children who have not been in school have been followed up and appropriate safeguards put in place • Guidance has been issued to support all operational services and staff to work safely following Public Health England guidance • Foster Carers have been fully supported to continue to care for our children whilst ensuring their welfare and safety is maintained in line with guidance from the DfE and PHE • All LA run children’s residential and housing support provisions have remained 100% operational • All frontline CSC workers undertaking critical direct work with families and those staff in our residential homes and special schools have stable stocks of PPE • For our critical keyworkers 100% have established priority access for Covid-19 testing where required 	<p>CEF senior management team meets each week to review, progress and identify actions within the context of a CEF service specific recovery plan. Planning is robust and has identified the immediate, transitional and future recovery steps required and the interdependent risks (service specific and pan organisation).</p> <p>Three main areas have been identified as key priorities for immediate recovery.</p> <p>Demand All areas of social care predict a significant surge in demand on services in the immediate recovery stage and into transition recovery phase. During this phase work is being undertaken with partner agencies to ensure we respond to the surge in Covid related work in a proportionate trauma informed way, ensuring families receive the right support from the right service in a timely and co-ordinated way. The increase in demand is still going to be felt in other areas of the directorate and the recovery plans for each area detail how this will be managed.</p>	<p>Staffing During this phase, workloads have been managed within our staffing capacity and have used our BCP process to do this, staff sickness absence remains stable in keeping with levels pre-Covid-19. As we move into the transition stage, our staffing resilience and capacity will potentially reduce. All areas of the directorate accept that we will have to rely on each other for staffing and a working group is developing a staffing strategy to manage the complex staffing issues from immediate recovery into the post Covid transition horizon.</p> <p>Performance Indicators During this phase performance targets have remained the same and the robust processes already used in Children’s Social Care have ensured we have been able to deliver high quality services in a timely manner. As we continue to implement performance recovery plans the service is developing targets and refreshed plans for the Covid-19 Recovery Phase. It is noted that as we realise the anticipated demand with regards to front door referrals KPI’s will be kept under close review by CMT.</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>We have established clear lines of support for providers we commission to look after and support our children, including access to PPE where required</p>	<p>Practice Our practice across the directorate has changed through the pandemic. During this immediate recovery stage working groups in different areas of the business are considering which parts of changed practice and guidance have been beneficial to children and families and should be taken forward or changed into the post Covid-19 and transition horizon. In addition, specific guidelines to ensure discipline around both social work practice and decision making and financial housekeeping while staff are working more independently and from home, have been adopted across Children’s Social Care.</p> <p>Buildings A working group has been set up across Children’s Services feeding into the FM Cell ensuring the requirements of the directorate are articulated and any plans for opening buildings reflect our requirements.</p>	
<p>Education</p> <ul style="list-style-type: none"> • All Children’s Education Services (Learner Engagement, Special Educational Needs, Access to Learning and School improvement and Learning) have been fully operational during the lockdown period • Staffing has been shared internally across the 4 Teams to enable the teams to continue to deliver and set up new work streams e.g. the ‘School Places Brokering Service’ • All schools have remained open throughout the period to children of ‘Critical workers’ and these deemed vulnerable; this included over 	<p>CEF senior management team meets each week under the leadership of the Interim Director of Children’s Services to review, progress and identify actions within the context of a CEF service specific recovery plan. Planning is robust and has identified the immediate, transitional and future recovery steps required and the interdependent risks (service specific and pan organisation).</p>	<ul style="list-style-type: none"> • Sufficiency for places for Early Years; ensuring that all businesses are able to re-open and ensure there are enough places available as and when parents return to the workplace • Home to School Transport teams must aim to ensure sufficient transport is in place for when students return to school in accordance with government and

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Easter, VE Day Bank Holiday and the Whitsun half term. Only 5% have closed due to staffing shortages; mostly for less than two days.</p> <ul style="list-style-type: none"> • Where a school was closed for a brief period, all families requesting a place for their child in another school have been placed by newly formed 'School Places Brokering Service' • 50% of Early Years providers (nurseries and childminders) have remained open throughout the period to children of 'Critical workers' and those children deemed vulnerable (including those with 'Special Needs') • The Family Information Service (FIS) have placed all children in alternative childcare places when requested • Weekly 'virtual' meetings have been held with Headteachers to support them with the phased expansion of places in schools and offer support and practical advice; most recently Public Health colleagues have attended these meeting • Practical written advice through documents, frameworks, Frequently Asked Questions sheets have been offered to all schools irrespective of status and this have been well received • Meetings have been held between offices and union representatives • Since the 1st June Primary Schools have expanded their offer to include children in Year R, 1 and 6 • Children Social Care and other Education service colleagues have worked together with schools to ensure when children who are not in school the absence is followed up and appropriate safeguards put in place. Attendance has been monitored on a daily basis • Changes in the SEN legislation has led to daily phone calls to families to check on the SEN provision in place for all children with Education Health and Care Plans (EHCP) throughout May and June • All schools were provided with Personal Protective Equipment (PPE) for staff when their local supplies had limited access to PPE. All childminders 	<p>The Education Team is working closely with School leaders to ensure the smooth 'wider opening' of schools and settings in line with central Government wishes while recognising local circumstances.</p> <p>The Team must support schools and settings to ensure an appropriate education and childcare offer for all children is in place. This will be a mixed package dependent on parental choice, needs of the child and health considerations. This will evolve through the different phases of recovery. Schools will need to further develop the inclusive ethos and practices, measured by a reduction in exclusions and narrowing attainment gap. The single priority for The Oxfordshire Strategic Schools Partnership is "Develop inclusive practice and provision in order to improve the progress and life chances for our SEND and disadvantaged learners. This is likely to be the recommendation for Oxfordshire County Council Strategic Education Plan 2020/23.</p>	<p>health guidance subject to availability of transport</p> <ul style="list-style-type: none"> • Face covering on public transport clarity is required so that how to school transport can comply • Business continuity plans are in place to address any re-emergence of the virus. • Staffing has been stretched to full capacity and almost beyond throughout this period. As we move into the 'summer period' many staff wish to take leave, and this will impact on our staffing capacity. The Corporate Management team is monitoring this closely with H&S and HR Business leads.

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>have been allocated a grant to support purchase of PPE now it is more readily available.</p> <ul style="list-style-type: none"> • Governor Services has provided regular communication with School Governors and continued to offer training remotely • For our critical keyworkers 100% have established priority access for Covid-19 testing where required • The Team have liaised with the Department of Education (DfE) on a weekly basis and also Ofsted throughout the pandemic; this has enabled the Education Team to support Heads and Governors in all schools and settings and to feedback views from frontline services to the DfE and Ofsted • Staffing levels remain high; there is limited sickness • There has been clear support, challenge, questions and advice for Education officers from the Cabinet Member and the Interim Director of Children’s Services. Reflecting the wishes of the Cabinet Member this engagement has been extended and encompassing involvement as appropriate with other councillors. • The aim continues to be to create calm measured approaches and for the wider education service to find local solutions through partnership working to the challenges. The role of Headteachers, Governors/Trustees, staff and all involved in early years settings in working with parents is a key element in supporting the health and wellbeing of children and young people. To each and every one of those colleagues the Council offers its profound thanks. 		

Service Area: Public Health and Wellbeing

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Public Health</p> <ul style="list-style-type: none"> • Commissioned services are working to different service delivery arrangements e.g. Less Face to Face (F2F) contacts. • Some services reduced/stopped in line with National direction e.g. National Child Measurement Programme • Teams are following Business Continuity Plans and prioritising input to COVID-19 response • Strategic priorities such as smoke free by 2025 continuing. 	<ul style="list-style-type: none"> • Sexual Health services contraception & STI including catch-up for long acting reversible contraception. • Health Visiting mandated checks in line with national guidance for restart • Drug and Alcohol services addressing possible increase in those seeking services and relapse of some whilst service response was changed. Including immediate safe-guarding issues. • Mental Well-being response – linking to the mental health prevention concordat • Public Health input to travel planning in response to transport recovery work/funding. 	<ul style="list-style-type: none"> • Clear inequalities gradient in impact of COVID-19. R/R/R needs to mitigate this where possible by a focus on targeting restoration of services. • Balancing restarting with opportunities to do differently • Review with CEF the timetable for Family Safeguarding.
<p>Communities and Leisure (CDC)</p> <ul style="list-style-type: none"> • Range of leisure services have stopped and will remain closed throughout June with plans being developed for safe opening from 6th July for Main centres and 20th July for community facilities. Pools and sports grounds will reopen later in the year • Sport and Physical activity programmes have moved online to a great extent to continue provision, but plans are developing for Activators to return to schools taking all necessary precautions. 	<ul style="list-style-type: none"> • Leisure Centre mobilisation and assessment of ongoing subsidy • Considering food insecurity and what CDC can do to minimise this and support the voluntary sector • Ensuring all Equality Impact Assessments and mitigations have been made and that there are appropriate 	<ul style="list-style-type: none"> • Volunteer capacity in the system to ensure • community resilience • timely and useful data not always available as services shift • Potential to have to replace the central government food parcels and how that will be funded

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<ul style="list-style-type: none">• Developing new ways of working with community leaders and partners to understand the pressures and issues within the District• Maintaining good links with Parishes and promoting funding opportunities broadly to VCSE sector• Changes to the shield service to adapt it to include non-shielding vulnerable	H&S measures in place for reopening to the public	

Service Area: Planning, Growth and the Economy

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Growth and Economy (OCC) All teams working remotely and at full capacity. Some adjustments being made for staff with home schooling and childcare responsibilities enabling flexible working at different hours. There has been a reduction in site visits, being managed at the moment, but not ideal. Recruitment has slowed initially, but now gathering pace again. Operational status is RED but not due to COVID-19.</p>	<p>The teams can continue to work remotely – this can become the new normal. Some staff will require time ‘away from home’ and would appreciate the ability for an occasional drop into depot/ office. Some additional support and guidance needed for successful recruitment while still doing this remotely. Increased numbers of site visits are now possible and therefore not an issue.</p>	<p>Remote working is a success overall, with the caveat that some staff do require time out of home, and away from a screen.</p>
<p>Growth and Economy (CDC) Majority of the teams are successfully working from home and most at near or full capacity. The exception being Build who have to undertake site maintenance but this is limited – PPE is utilised and available. Main focus is upon undertaking silver and bronze business and economy cell working. Adjustments are made on an “as needed” basis in terms of childcare adjustments and home schooling etc. A flexible approach is taken to accommodate reasonable requests.</p>	<p>Remote home working can and will continue with little or no effect upon delivery or performance. Recovery work can be undertaken remotely and increased “visits” and engagement with businesses will continue to take place via Teams and other means.</p>	<p>Demands upon the services may increase as external challenges present themselves – for instance the effects upon the economy of the pandemic – such as significant increases in unemployment being felt throughout the local economy. Resumption of the CIS work will start shortly and may affect ability/capacity for teams to respond to other demands as they arise. Work on Growth Deal is also starting to ramp up again.</p>
<p>Planning and Place (OCC) All teams working remotely and are working at capacity. Planning & Reg Committee now up and running virtually. A protocol is in place for site visits where required. Adjustments have been made for staff with home schooling, childcare, caring/shielding responsibilities enabling flexible working at different hours. Recruitment has slowed initially, but now</p>	<p>The teams can continue to work remotely – this can become the new normal including the requirement for virtual Planning & Reg Committee. Some staff will require time ‘away from home’ and would appreciate</p>	<p>The recovery phase will increase workload pressures for teams including planning for and delivering Active Travel (ensuring the county has appropriate measures to deliver, what the exist strategy is etc. etc.) in line with Government guidance. Additional</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>gathering pace again. Emerging pressures in some areas with levels of stress with managing home pressures and workload.</p>	<p>the ability for an occasional drop in to depot/ office. Some additional support and guidance needed for successful recruitment while still doing this remotely. Staff also need continued support to manage wellbeing and resilience going into the autumn/winter.</p>	<p>workload will need to be managed and prioritised, with potentially a political decision on what not to do if resource cannot be found. The MTFP is likely to be impacted in the medium term with a lag in reduced income levels caused by a slow down in 2020/21, and S106 payments may be delayed impacting the capital programme.</p>
<p>Planning and Development (CDC) Services continue to function remotely. Protocols and procedures for controlled site visits and limited access to Bodicote House are in place. Remote Planning Committees are taking place (next on 18 June). The effectiveness of remote committees in clearing business and the potential need for additional delegated powers (subject to agreement) will be kept under review.</p>	<ol style="list-style-type: none"> 1) Continue with remote working, making improvements as required, identifying new systems and approaches for remote engagement with communities; 2) gradually increasing the number of physical site visits as the lockdown situation changes and the level of risk is re-assessed; 3) gradually increase the use of Bodicote house in light of 2) and the corporate approach to FM; 4) backlog of applications to be addressed & potential extension of delegated powers to be kept under review; 5) continue to monitor impact on overall service demand and fee income (regulatory). 	<p>The switch to remote working was achieved with the assistance of ICT. Some staff were reliant on desktop PCs and old laptops had to be 'built'. Staff morale fluctuates. Site visit protocols were developed for safe working and an office access procedure put in place in consultation with FM. All three services were maintained albeit with changes to operational practice. There will be some unavoidable risk of challenge to decision making arising from the reduction in the number of physical site visits – a managed risk.</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.

Service Area: Operations: Communities, Transport and Infrastructure and Waste

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Environmental and Waste Operations (CDC) Generally, the majority of services are operating normally.</p> <ul style="list-style-type: none"> • Waste collection continued as normal throughout the COVID response period, however there have been some significant increases in garden and food waste. • Street cleansing and landscaping activity operating as normal. • Markets have all reopened, albeit with a limited number of stalls. • Car park income is down about 90%. • Play areas remain closed. 	<p>We are focussing our effort on supporting the safe reopening of the public realm. Particular attention is being given to the staged easing of lockdown restrictions, beginning on 15 June when non-essential shops will open. This includes:</p> <ul style="list-style-type: none"> • Enabling people to visit town centres and high streets safely • Safe management of car parks, including consideration of when it will be right to start charging key workers again • Enabling safe access to outside spaces, including play areas • Managing markets safely as restrictions are eased 	<p>Government has announced a High Street fund, which is for a number of measures designed to support the reopening of our high streets and has been provided directly to District Councils. Cherwell has been allocated £133k from this fund, and we are working with partners to develop proposals now.</p>
<p>Place, Transport and Infrastructure (County Services) During lockdown a focus on transport and infrastructure projects has been maintained. With staff working with appropriate safety arrangements.</p> <ul style="list-style-type: none"> • Safe reopening of all seven household waste recycling centres. • Implementation of measures to enable home to school transport to be undertaken safely, and to help schools manage drop off and pick up times. 	<p>From 15 June the following changes to traffic and travel arrangements are being made across Oxfordshire as restrictions are relaxed and more people start to move around:</p> <ul style="list-style-type: none"> • Concessionary bus passes will revert to their normal hours of operation • Parking charges will be reintroduced at the park and ride sites. 	<p>On Friday 5 June we submitted our bid for tranche 1 of the Governments Active Travel Fund. This fund, of which our allocation is £597k, is for immediate measures to support walking and cycling, and all work must be delivered within 8 weeks. We have developed our bid based on the outputs from the Councillor survey, and in collaboration with districts, city and other partners.</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
	<ul style="list-style-type: none"> • Parking concessions for key workers both in on-street pay and display and off-street council car parks will be maintained. • New Automatic Vehicle Number Plate recognition cameras will start to be used for enforcement in Oxford, both at the existing enforced locations of High Street, George Street, Castle Street and Magdalen Street, and the following new camera locations at existing bus only restrictions of Folly Bridge, Abingdon Road and Barton Park. <p>We are developing a page on our website, called Oxfordshire Active Travel. We will use this page to provide information to members and residents on what is happening to enable safe travel, and also provide details on how they can submit ideas for measures they would like to see introduced and to raise concerns about areas where problems are being experienced.</p>	<p>We have been advised that our indicative allocation for tranche 2 of this fund will be in the region of £2.4m. Whilst we know that this will be for longer term, permanent measures we are still awaiting full details, which we are told will be published over the summer. In anticipation of this, we are working with partners to develop our proposals for how we will spend it. These measures will be informed by the work that is being undertaken in the Economy theme, as they are about enabling the economy to restart safely.</p>
<p>Emergency Planning & Business Continuity: The Service is working remotely and is now returning to some business as usual activities alongside response and recovery work. The team are supporting across OCC, CDC and Thames Valley multi agency groups.</p>	<ul style="list-style-type: none"> • Ensuring all plans are reviewed and up to date and that all elements needing adaptation for response during Covid are identified and documented 	<p>HSE & Office for Nuclear Regulation are wishing for all statutory exercising for specific risk sites to continue, no Oxfordshire sites are due until 2021 however we are looking at how we can deliver an assessed statutory</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
	<ul style="list-style-type: none"> • Capturing learning from phase 1 of Covid to ensure that response and recovery for further phases builds on this learning • Reviewing all Business Continuity planning across both organisations • Continuing to provide community resilience advice to communities and the vulnerable across the county 	exercise in 2021 during likely ongoing Covid response.
<p>Regulatory Services and Community Safety (OCC and CDC)</p> <p>Regulatory services across both councils have maintained capacity for priority service delivery throughout the lockdown whilst also providing some team members to assist with the re-opening of household waste recycling centres. The teams continue to fulfil the councils' enforcement responsibilities for business closures, including providing advice to businesses to help them understand the new requirements, but with the re-opening of most businesses in June this additional workload is reducing. Environmental Health is responsible for enforcing health and safety in some business premises, and as such have been responding to complaints from employees of some businesses about inadequate social distancing measures. This workload is expected to grow as more businesses re-start, and we are expecting licensing applications to grow rapidly, especially in relation to 'tables and chairs' permits.</p>	<p>Reactive workloads are now increasing which will necessitate a re-start of normal services; for example we are now seeing doorstep crime reports increasing again. Some formal investigations need to be progressed due to statutory time limits which requires planning for how some investigative activity can take place, e.g. formal interviews. Other re-start priorities are visits to business premises (for licensing enforcement, product safety monitoring, food hygiene, etc) and private water supply testing.</p>	<p>Environmental Health are expected to have a key role in the local outbreak control system and, with more food businesses re-opening, will come under pressure to meet all demands. The wider regulatory services group will therefore be required to support the environmental health officer cohort.</p>

Service Area: Customers, Culture and Organisational Development

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>IT, Digital The IT service has enabled all those who can undertake their role from home to do so. Online public meetings have been held and IT support has been stepped up to enable improved access. The IT service itself is operational with a mixed presence, at home and in the office to build and maintain systems. Inflight IT projects have progressed, and hardware upgrades have been delivered to improve security and working from home capabilities.</p>	<p>The facilitation of greater online collaboration and digital customer service solutions to be delivered remotely thereby avoiding face to face and unnecessary travel.</p>	<p>The impact of a focus on maintaining and increasing remote access has meant that some new systems and projects have been delayed. This is not likely to impact on IT performance but it may result in increased costs as new projects and procurements to deliver savings have been subject to delays. The programme will commence in July.</p>
<p>Communications, Strategy and Insight Resources in the team have been focused on supporting communications and operation Shield as part of the initial response. A daily communications cell was instituted and effective partnerships with Health and Oxfordshire local authorities established to coordinate communications.</p>	<p>A focus on supporting the voluntary and community sector will remain, both in terms of access to food and support for the vulnerable and maintaining the national 'shield' system. Communications remains an area of priority for both OCC and CDC as part of recovery planning.</p>	<p>Performance reporting was moved from monthly to quarterly to enable the team to focus on risk management and communications. From the second quarter monthly performance reporting will resume.</p>
<p>Human Resources and Organisational Development The service is operating at full capacity with complete remote working. An HR response cell was formed at the outset of the emergency and this has continued to meet and offer detailed guidance and support to managers and staff. Weekly managers updates have been provided and a variety of innovative approaches to support employee wellbeing have been offered.</p>	<p>Working with facilities management and health and safety to ensure workplaces and spaces are Covid safe. Providing ongoing assurance and support to staff who are working in frontline settings. Working to ensure appropriate HR support to the test and trace programme and the activities of the Local Health Protection Board.</p>	<p>Council staff are the cornerstone of our response to Covid. Over the coming months a renewed focus on organisational development and staff engagement will be undertaken to help shape and support our long-term workforce planning.</p>
<p>Customer Experience and Cultural Services The customer contact centre at OCC has stepped up its operating hours and undertaken a proactive calling to vulnerable people to ensure food and</p>	<p>Within the contact centre environment maintenance of staffing resources and morale as greater customer demand is</p>	<p>It is likely that ongoing remote working will be required. This will mean that training and development will need to be supported</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>supplies can be attained. The OCC and CDC centres have worked to undertake this proactive calling in partnership with effective referrals of the shielded community taking place between the two councils. Both CDC and OCC have retained their performance targets during Covid.</p> <p>Cultural services have a variety of remote solutions in place for libraries, music lessons and registration. Good take up levels have been achieved.</p>	<p>likely as lockdown eases. Ensuring those continuing to work remotely have the support and training required to deal with complex and increasing call volumes.</p> <p>Libraries and cultural services will begin planning Covid safe opening and registrars have opened in a reformed County Hall to take Covid safe face to face birth registrations.</p>	<p>remotely and activities such as face to face customer contact and cash handling will need to be reviewed as part of future service design – building in social distancing requirements.</p>
<p>Revenues and Benefits (CSN) The service is currently operating at full capacity. Staff are working remotely with support to safely attend the office as required for printing and post purposes. The service (alongside finance) has effectively delivered the grants, hardship and council tax reduction schemes as set out by government to support those individuals and businesses who are financially impact by the Covid outbreak.</p>	<p>The service can maintain remote working as long as access to print and post continues. The service is of the highest priority for the council given the work it is undertaking to support grants. Vacancies can be supported by the use of agency workers when required. Agency works have been available during the outbreak.</p>	<p>The service is heavily IT dependant and is working with its business systems suppliers to ensure that upgrades are implemented. The service has moderated its recovery work reflecting the impact COVID is having on local businesses and residents and the council is likely to see a reduction in collection rates. Benefits work has increased leading to a small increase in assessment waiting times which has now been brought down.</p>

Service Area: Commercial Development, Assets & Investment, Finance, Democratic & Legal.

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
<p>Law and Governance The service is operating at full capacity with complete remote working and ability to access the building for specific purposes (e.g. post).</p>	<p>Continuing support to frontline services, legal advice</p>	<p>Ensuring lessons are learned for remote working for Members and online public meetings to ensure ongoing readiness in the event of any further outbreaks.</p>
<p>Finance The service is operating at full capacity with complete remote working and ability to access the building for specific purposes (e.g. post).</p>	<p>Continuing support to frontline services, ongoing monitoring of Covid related spend, impact modelling, completion of government returns.</p>	<p>Ongoing work with the revenues and benefits team to implement grants funds.</p>
<p>Property, Investment and Facilities Management Close working between OCC and CDC colleagues has been undertaken to develop comprehensive recovery plans to ensure that our staff and visitors return to Covid Secure sites. The FM Team are continuing to make the necessary physical adjustments to our buildings including to ensure that we are complying with the required social distancing measures. The Team will also plan for any potential change in the guidance and make sure that this is immediately reflected across the estate. The Health and Safety Teams have developed corporate Risk Assessments that are being tailored to each operational property. We continue to create and contribute to multiple joint Property related cells with OCC which has hugely enhanced our cooperation and knowledge sharing. These forums have created many opportunities to improve our responses to the Covid emergency and will continue to do so throughout this pandemic and more broadly as we exit the current crisis. We have worked closely with other key stakeholders within the organisation like HR and Comms to make sure that our staff are kept up to date with good information throughout this period of uncertainty and will continue this.</p>	<p>The plans that were developed in response to Covid will be matured into a comprehensive and fine-tuned Business Continuity Plan to enable us to become proactive as opposed to reactive as we found ourselves at the start of this pandemic. We can be confident that we can very quickly put in to action all the required measures to protect our staff as best we can from any additional waves that may occur. Our position to place our buildings into almost immediate lockdown at any time is established. We have now aligned ourselves and created good links of communication with all the necessary partners both internal and external that have been required to work closely together to work through this public</p>	<p>A plan for the future – the strategic challenge, which will need to drive the corporate strategy, the council’s outcomes framework and plan for organisational development. This will require engagement and a policy and evidence led response Looking ahead to the ‘new normal’ the PICM team will undertake a study to determine how we should utilise our properties going forward. We will look at reducing the number of staff workstations in Bodicote House and explore the opportunities to release surplus space for commercial use to increase income. One of the most exciting opportunities to arise from this crisis will be the future joint working between Cherwell District Council</p>

Summary of Current Operational Status	Priorities for immediate recovery	Other issues.
	<p>health emergency. Internally we now have excellent working relationships with colleagues in Health, Wellbeing and Social Care and externally we have built strong working relationships with Thames Valley Police and the Ministry of Defence for supporting activities such as Mobile Testing Units. These relationships will stand us in great stead for any potential re-emergence of Covid or indeed any other community related emergency.</p>	<p>and Oxfordshire County Council. We have already laid the foundations to increase the cooperation in resource, assets and knowledge.</p>

Oxfordshire County Council and Cherwell District Council RECOVERY Structure

Re-start, Re-cover, Re-new

Thames Valley Strategic Recovery Coordination Group

This joins up LA Gold and health gold

Oxfordshire System Wide Recovery Coordination Officer Group (GOLD)

Oxfordshire Leaders Group

CEDR Gold to focus on RRR

CEDR GOLD
(Weekly RRR focus)

Partnership Working Group
Cabinet Advisory Group

Thematic steering groups to coordinate RRR planning and delivery

Economy
Paul Feehily

Place, transport, infrastructure
Jason Russell

Health, Wellbeing and Social Care
Stephen Chandler

Children, Education and Families
Jane Portman

Community Resilience
Steve Jordan

Organisational Recovery
Claire Taylor

Organisational change and transformation enablers

Customer and Digital Programme

Redesign Projects (service, system, joint working)

Commercial Development and Income Generation

Organisational Development Programme

Silver support cells will review objectives to align with triple R priorities

Finance Cell

Comms Cell

Contractor/ Provider Support

PPE Cell

Business Community Support

FM Cell

Transport and Logistics Sub-cell

HR Cell

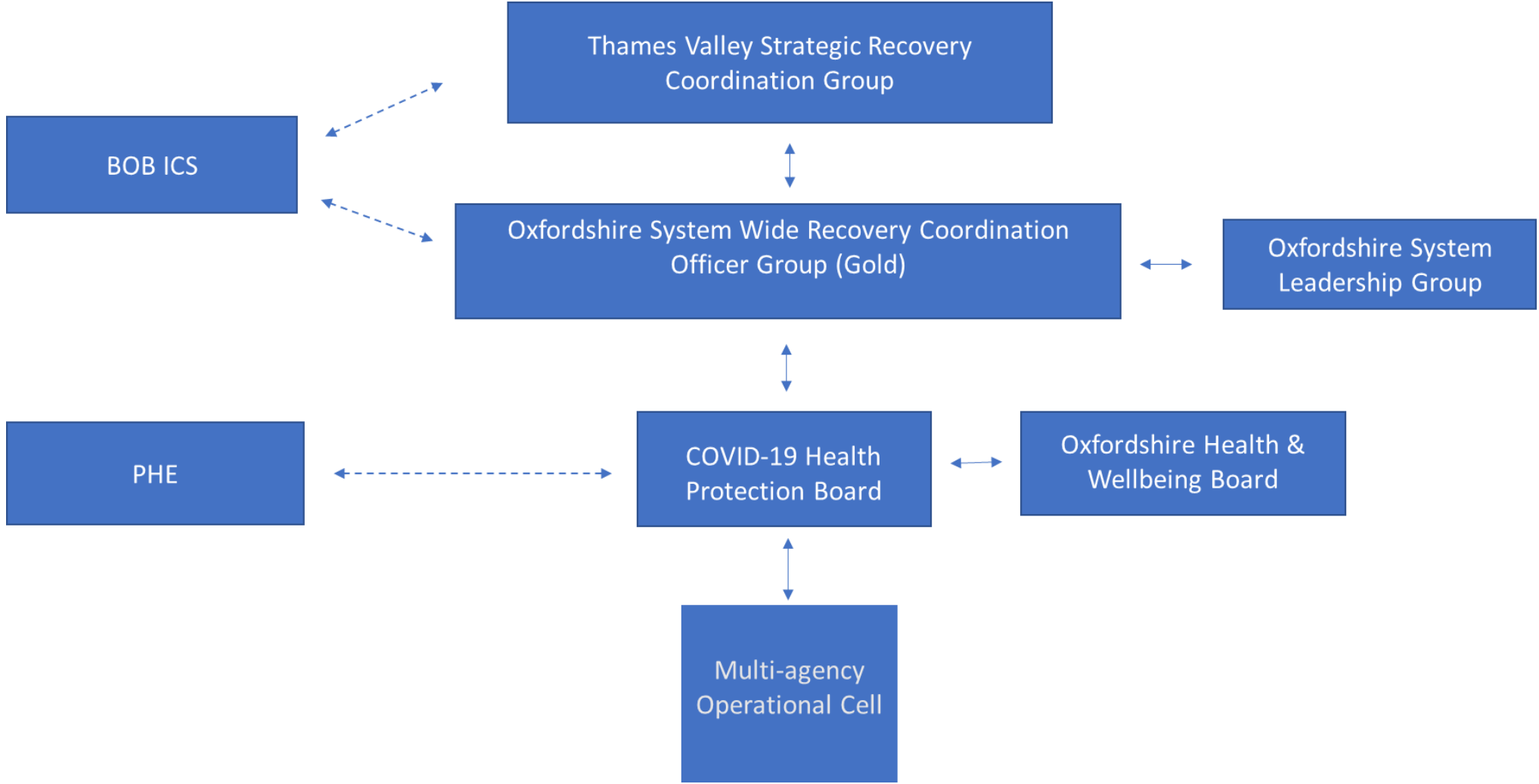
Community Resilience

Insight Group

*Key x-cutting themes
PPE, Health and Safety, Property, safeguarding, climate change, inclusivity etc*

Oxfordshire System

Local Health Protection Board Governance



Oxfordshire Emergency RESPONSE Structure

