

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>

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<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

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<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.

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<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

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<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 	<p>H&S measures in place for reopening to the public</p>	

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>

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<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>

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	<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>

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	<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) 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>	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.	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.

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>

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<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.

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<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>

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	<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>