

HIGH PEAK BOROUGH COUNCIL

Report to the Corporate Select Committee

13th July 2020

TITLE:	COVID-19 Recovery – Reinstating Services, Financial Recovery & Positive Legacy
EXECUTIVE COUNCILLOR:	Cllr Anthony McKeown – Leader Cllr Alan Barrow – Executive Councillor for Finance & Corporate Services
CONTACT OFFICERS:	Alicia Patterson – Head of Environmental Health Claire Hazeldine – Executive Director (Finance & Customer Services) Tanya Cooper – Head of OD & Transformation
WARDS INVOLVED:	Non-Specific

Appendices Attached:

Appendix A – COVID-19 Impact on Services and Associated Recovery Action

1. Reason for the Report

- 1.1 The purpose of this report is to identify the impact of COVID-19 on service delivery and note the plans that are being put in place for recovery.

2. Recommendations

- 2.1 It is recommended that the Corporate Select Committee:

- Note the details of the Council's recovery to the COVID-19 pandemic as outlined in the report
- Support the proposed recovery plans outlined in the report
- Identify any areas of activity which require further consideration

3. Executive Summary

- 3.1 Whilst some elements of the COVID-19 response continue to be ongoing, a recovery response was initiated so services would be ready as lockdown restrictions began to be eased. Work therefore commenced in the planning of the Council's recovery in late April.
- 3.2 The proposed response has been categorised into five work streams. These work streams are:

- Reinstating services;
- Economic recovery;
- Community recovery;
- Financial recovery; and
- Taking advantage of the positive legacy.

3.3 The purpose of this Corporate Select Committee Report is to consider the recovery process as it has been developing so far for the following work streams relative to this committee's area of activity:

- Reinstatement of Services,
- Financial Recovery,
- Positive Legacy.

3.4 The report sets out the recovery work that has been undertaken to date and the planned work going forward. The Committee is encouraged to highlight any areas that require further consideration.

4. How this Report Links to Corporate Priorities

4.1 The successful delivery of all corporate priorities is dependant upon effective delivery of services in line with the targets established in the Council's performance framework.

4.2 Concerning the impact of COVID-19 on performance indicators, in a small number of cases, the effect has been positive, e.g. carbon emissions, social media activity. The overall position, however, can be summarised as follows:

- Negative impact – 63%
- No Impact – 28%
- Positive impact – 9%

4.3 There will also be disruption to the individual actions committed in each of the service plans to deliver the priority actions set out in the Corporate Plan.

4.4 It has been agreed to bring forward the annual review of the Council's Medium Term Financial Plan to begin in July. The impact on service plan performance and priority actions will need to be understood in more detail alongside this to ensure that this review is effective.

5. Options and Analysis

5.1 There are no options to consider at this stage.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

The Council has been and will continue to support agencies in ensuring compliance with social distancing regulations including the monitoring of parks and open spaces and housing complexes.

6.2 Workforce

The COVID-19 pandemic has impacted significantly on the working arrangements for the Council's employees.

The response to the pandemic has seen the following changes in working practices:

- Where possible staff are working from home;
- Frontline staff are working safely with the appropriate PPE;
- Staff have been redeployed from time to time in order to support the additional demand created by several new service functions, e.g. small business and discretionary grant processing; providing support for vulnerable people etc.

The Council has maintained and continues to maintain a good dialogue with staff representatives and trade unions and they have and continue to be supportive of the Council's approach.

The Council must now establish a recovery plan that ensures the safety of staff as we look to reinstate services.

6.3 Equality and Diversity/Equality Impact Assessment

This report has been prepared in accordance with the Council's Equality and Diversity policies.

It is particularly important during the current crisis to ensure the safeguarding of our most vulnerable residents. It is also noted that the scope of vulnerabilities has widened from the usual cohort of individuals to include financial health/clinical and the impact of isolation, especially for those with care and support needs. The Council cannot deliver such a comprehensive and flexible support package on its own.

A risk based approach has therefore been developed to balance the need to bolster the community and neighbourhood efforts and managing any risks to the individuals most at risk of their vulnerabilities being exploited. This approach is aligned to and supported by the County Council and the NHS response.

An Equalities Impact Assessment (EIA) will need to be developed to identify specific implications for protected groups moving forward.

6.4 Financial Considerations

The crisis is having a significant financial impact on the Council's General Fund and Housing Revenue Account. The financial impact is arising from

additional expenditure in dealing with the crisis both externally and organisationally, lost income and savings targets that will not be met within the same timeframe due to resources being diverted elsewhere.

Costs and reductions in income are being monitored and updated on an ongoing basis in line with a full financial risk assessment. Details of the potential impact have been presented in a separate report.

The financial impact on the Council's General Fund in 2020/21 is currently predicted to be up to £2.8m and for the Housing Revenue Account (HRA) is up to £0.3m – this will be continually reviewed via the quarterly reporting process. This impact will be partially offset by emergency government funding of approximately £960,000. Government have also announced a further funding package on 2nd July. With this government support, it is anticipated that the financial effect on the current financial year will be able to be managed with the use of the Authority's contingency reserves.

The longer term impact will be reviewed via an early update of the medium Term Financial Plan.

6.5 Legal

There have been and continue to be a significant number of regulatory changes during the response and recovery from the pandemic. These are highlighted throughout the report.

6.6 Climate Change

The COVID-19 response has resulted in some positive benefits in respect of carbon reduction, including:

- Reduced employee travel during lockdown;
- Reduced energy consumption in public buildings due to building closures and reduced use; and
- Improved air quality due to general reductions in travel.

It is important that these areas are reviewed to identify potential new ways of working as part of the recovery process that will have a positive legacy on the climate change challenge.

Although there is a positive environmental impact on the borough due to reduced emissions, there has been an increase in environmental crime which the Council is continuing to monitor and enforce if necessary.

6.7 External Consultation

The implementation of the Council's recovery plans will need to include extensive engagement with residents and communities.

The Council has consulted with and have agreed the Risk Assessments for staff returning to work with union representatives.

6.8 Risk Assessment

The pandemic has resulted in an number of risks that need to be assessed and managed these include:

- Inability to deliver critical services due to loss of staff,
- Inability to maintain the financial stability of the Council,
- Failure to deliver health and safety responsibilities,
- Safeguarding issues arise through the enhanced level of community support,
- Staff are at increased risk of the disease in certain services,
- Increased risk of fraud and cyber security,
- Lack of PPE for key workers,
- Increase in community safety issues which are difficult to respond to due to capacity,
- The economy is deflated post-recovery leading to ongoing economic problems in town centres and the broader economy,
- Increased demand on certain services e.g. Benefits and economic support.

Risk assessments have been completed for all services and mitigation measures have been built into the Council's recovery plans.

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Background Papers

Contact details

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7 Introduction & Background

- 7.1 At its meeting held on 16th June the Executive considered a report which detailed the Council's response to COVID-19 and provided an initial outline of the plans that are being put in place for recovery.
- 7.2 Whilst some elements of the COVID-19 response continue to be ongoing, a recovery response was also needed as lockdown restrictions began to be eased. Work therefore commenced in the planning of the Council's recovery in late April.
- 7.3 The proposed response has been categorised into five work streams. These work streams are:
- Reinstating services;
 - Economic recovery;
 - Community recovery;
 - Financial recovery; and
 - Taking advantage of the positive legacy.
- 7.4 The recovery process will need to be a significant focus for the Council in both the short and longer term. A large amount of decision-making will consequently flow from this. The Executive will regularly need to consider both changes in and the implementation of policy to address the impact on residents and communities. Similarly the work programmes for the Council's Select Committees needs to reflect the recovery and involve the engagement of all councillors in this significant programme of work.
- 7.5 As a starting point it is was agreed that each of the Select Committees receive a report on each of the work streams that are relative to their area of business at the first cycle of meetings that follow the reintroduction of meetings.
- 7.6 The purpose of this report is to consider the recovery process for the following work streams relative to this committee's area of activity:
- Reinstatement of Services.
 - Financial Recovery.
 - Positive Legacy.

8 Reinstating Services

- 8.1 The key issues that were initially identified for this work stream are set out below:
- Re-establishing a baseline of current service provision;
 - Planning for re-providing services that have been stopped during the lockdown;
 - Planning for a relaxed but continuing lockdown;

- Dealing with backlogs of work e.g. food safety inspections; housing repairs;
- Planning for increased service demands e.g. housing benefits;
- Planning for new service demands;
- Restarting projects after the enforced delays; and
- Rehousing homelessness clients

Impact of COVID-19 on Service Delivery

8.2 This work has involved all Heads of Service and has been structured by them all identifying the following:

- Detail of the service activity or projects that have been affected as a result of COVID-19,
- The impact on the service/project e.g. full service suspension, delay in delivery,
- The risks to the Council should the service/project not return to normal promptly,
- Any anticipated backlog of work as a result of returning to normal e.g. applications to process, visits to make,
- Provisions that are in place to deal with expected increase in demand or backlog when services can restart,
- Additional resources or work arounds that will be required to deal with a return to normality, the increased demand or backlog during recovery.

8.3 The report to Executive set out the impact of the response to COVID-19 on the Council's services. The Council has also supported a number of new functions that have been required as a result of the national response to the pandemic.

8.4 Services are to be reintroduced gradually in line with national guidance and this process has already commenced.

8.5 Heads of Service have also completed risk assessments for the return of services. In reinstating services the Council has reiterated its commitment to work safely in a statement outlining the five steps that have been undertaken to ensure safer working, which will be promoted and displayed in Council buildings. The steps are:

- We have carried out COVID-19 risk assessments and shared the results with the people who work here.
- We have cleaning, handwashing and hygiene procedures in line with guidance.
- We have taken all reasonable steps to help people work from home.
- We have taken all reasonable steps to maintain a 2m distance in the workplace.
- Where people cannot be 2m apart, we have done everything practical to manage transmission risk.

- 8.6 The impact on each of the Councils' services is summarised in Appendix A. The additional service functions are also detailed along with the recovery work that has already commenced.

Key Recovery Work

- 8.7 The Council supported the multi-agency work that was necessary for the re-opening of town centres on 15th June. This work included:
- The development of re-opening plans for each of our towns including Buxton, Glossop, Chapel, New Mills and Whaley Bridge and has also included Castleton - this has involved significant input from the county council with their highways responsibilities – these are still a work in progress and finalisation of them will include consultation with ward members.
 - Planning for the re-opening of public conveniences and markets,
 - Developing measures to ensure that our car parks operate safely,
 - Discussions with the town and parish councils to include their input,
 - Discussions with other stakeholders.
- 8.8 Plans are currently being implemented for the reinstatement of the housing repairs service. Work has commenced on refurbishing void properties for the housing for homeless residents who were in temporary accommodation, of the 36 households in this category 31 have now been accommodated in either the Council's housing stock or private rented accommodation.
- 8.9 Managers have been working very closely with Parkwood Leisure with regards to the re-opening / recovery plans for the leisure centres and Pavilion Gardens. The Government originally advised Active UK (the organisation that represents the leisure industry nationally) that leisure centres - gyms (not pools) should prepare to re-open on the 4th July. However latest guidance does not support this so further guidance on this issue is awaited.
- 8.10 Effective of the 18th June, Parkwood reopened takeaway services from the ice cream parlour at pavilion gardens. Further reopening plans for the kiosk and train are being considered.
- 8.11 The Council has been supported in discussions with Parkwood by leisure consultants FMG which has been paid for by Sport England and the plan emerging is for a phased approach. This will almost certainly have a cost and also could impact on staffing arrangements at the facilities. There will be a need to further report to councillors on the detail of these implications.
- 8.12 All member meetings are now being re-established on a virtual platform, the Executive, Development Control and select committee meetings have now all recommenced on a virtual basis.
- 8.13 There has been significant progress with planning for the opening offices and receptions. Work is well progressed to ensure all buildings are COVID secure this includes signage, screens etc.

- 8.14 Playgrounds, outdoor gyms and outdoor sports facilities will all reopen on the 4th July, following the installation of signage, and a full safety inspection of each site and equipment.
- 8.15 Installation of a new play facility at Whitfield is due to start in mid July (and will take 2 weeks to complete), this project was due to be delivered at Easter but delayed due to COVID-19.
- 8.16 The COVID-19 pandemic has resulted in a number of significant changes to the way the workforce delivers services. Additional requirements for PPE have been assessed and actioned. There will be a backlog of annual leave to be taken as some holidays have been cancelled during the pandemic.
- 8.17 As more businesses will be able to open from July 4th following new guidelines from the Government there will be significant changes in customer numbers, maintaining social distancing, new queuing rules and making sure hygiene and hand washing measures are followed.
- 8.18 Businesses that can re-open provided they adhere to COVID Secure guidelines include:
- Pubs, bars, cafes, restaurants,
 - Hairdressers and barbers,
 - Holiday accommodation such as hotels, hostels, bed and breakfast accommodation, holiday apartments or homes, cottages or bungalows, campsites, caravan parks or boarding houses. However shared sleeping spaces (i.e. dormitory rooms) should not open to any groups, except those travelling within the current government guidance on social mixing outside of household groups,
 - Some leisure facilities and tourist attractions – this includes outdoor gyms and playgrounds, cinemas, museums, galleries, theme parks, arcades and bingo halls,
 - Libraries, social clubs, places of worship and community centres.
- 8.19 The Council's communications effort has been stepped up to make residents and potential visitors aware of the situation. The Council has attempted where possible to have details of the shops and businesses that are open and details of opening times. The communications messages continue to stress the national narrative about the requirements of social distancing in line with national messaging.

Pavement Licences

- 8.20 Pavement licences are presently granted primarily under Part 7A of the Highways Act 1980. The fee varies between local authorities. The new process provides a cheaper, easier and quicker way for businesses to obtain a licence. The fee for applying for a licence under the new process, is capped at £100 and the consultation period is 5 working days (excluding public holidays). It is currently a minimum of 28 calendar days under Part 7A.

- 8.21 This new process introduces a streamlined and cheaper route for businesses such as cafes, restaurants and bars to secure a licence to place furniture on the highway. This will support them to operate safely while social distancing measures remain in place. This will provide much needed income over the summer months and protect as many hospitality jobs as possible.
- 8.22 Business which currently use (or proposes to use) premises for the sale of food or drink for consumption (on or off the premises) can apply for a licence. Businesses that are eligible include: public houses, cafes, bars, restaurants, snack bars, coffee shops, and ice cream parlours.
- 8.23 A licence permits the business to use furniture placed on the highway to sell or serve food or drink and/or allow it to be used by people for consumption of food or drink supplied from, or in connection with the use of the premises.
- 8.24 If the local authority does not determine the application before the end of the determination period (which is 5 working days beginning with the first day after the public consultation period (excluding public holidays), the licence is deemed to have been granted for a year (but not beyond 30 September 2021) and the business can place the proposed furniture such as tables and chairs within the area set out in the application for the purpose or purposes proposed

Test & Trace

- 8.25 Local Authorities will be given funding from the County Council to develop tailored outbreak control plans, working with local NHS, PHE and other stakeholders.
- 8.26 Work plans are in progress, and these plans are focusing on identifying and containing potential outbreaks in places such as workplaces, housing complexes, care homes and schools.
- 8.27 As part of this work, local authorities will also need to ensure testing capacity is deployed effectively to high-risk locations. Local authorities will work closely with the test and trace service, local NHS, PHE, County and other partners to achieve this.
- 8.28 Data on the virus's spread will be shared with local authorities through the Joint Biosecurity Centre to inform local outbreak planning, so teams understand how the virus is moving, working with national government where necessary to access the testing and tracing capabilities of the new service.
- 8.29 Local communities, organisations and individuals will also be encouraged to follow government guidance and assist those self-isolating in their area who need help. This will include encouraging neighbours to offer support and identifying and working with relevant community groups.

Planning System Changes

8.30 The Government recently announced the new Planning Bill which is making its way through parliament. It includes a number of measures including:

- Automatic extensions of planning permissions due to expire to 1st April 2021;
- Speeding up planning appeals by allowing the Planning Inspectorate to use more than one procedure;
- A fast track route for developers to apply to the planning authority to amend conditions or approved documents setting out restrictions on construction working hours. The temporary amendments expire on a date set by the planning authority no later than 1 April 2021.

8.31 The extension of planning permissions is to be welcomed and will be beneficial for our housing land supply. It is not anticipated that any of the changes will have any significant implications for the way that the Council operates its planning functions. Some minor changes and new processes will be required for the fast track condition amendments but these can easily be accommodated within existing functions and no significant resource implications are anticipated.

Service Backlogs and Proposed Action

8.32 Housing Repairs - There is a backlog of over 1,000 non-urgent jobs housing repair jobs that have built up during the lockdown, plans are being put in place to commence the rescheduling of this outstanding work.

8.33 Food safety - There is a current backlog of 150 routine inspections and 40 new business inspections that have built up during the lockdown. Plans are now in place to commence inspections.

8.34 Planning applications – Now that the virtual meeting process has been implemented, the normal cycle of planning meetings will be reintroduced which will provide for more regular processing of applications. The new arrangements will need to be considered in more detail to consider whether changes need to be made to reduce the length of agendas and the possibility of some additional meetings may need to be considered.

9 Financial Recovery

9.1 The development of the recovery response in this stream has been underpinned by the assessment of the overall financial impact of COVID-19. The key priorities that have been identified as:

- Developing revised financial plans take account of the financial impact and plan for the ongoing implications;
- Accounting for the significant treasury impact e.g. on reserves and ongoing cash flow;
- Identifying and planning for the additional costs of new service demands; and
- Providing for the additional costs arising from recovery.

9.2 The recent Executive Report identified the forecast immediate financial consequences of COVID-19 on the 2020/21 financial position. A risk matrix was completed identifying potential financial risks – which were then rated dependent on current status:-

Rating	Description
IMPACT EMERGING	Costs already being incurred
IMPACT LIKELY	Costs likely to occur – as yet unidentified
POTENTIAL RISK	Remains a risk – not emerged to date

9.3 Each risk was then reviewed and an attempt made at forecasting the financial impact (where possible) - an 'impact range' of **LOW – MEDIUM – HIGH** has been applied taking into account length of lockdown and recovery period

9.4 A summary of the current estimated financial impact of COVID 19 on the 2020/21 budget position is shown below:-

HPBC - GF	IMPACT RANGE		
	LOW	MEDIUM	HIGH
IMPACT EMERGING	646,405	964,463	1,516,740
IMPACT LIKELY	332,870	566,465	851,173
POTENTIAL RISK	72,765	191,062	472,648
TOTAL	1,052,040	1,721,990	2,840,561

HPBC - HRA	IMPACT RANGE		
	LOW	MEDIUM	HIGH
IMPACT EMERGING	4,320	6,320	8,320
IMPACT LIKELY	(33,400)	13,200	84,800
POTENTIAL RISK	82,500	132,000	198,000
TOTAL	53,420	151,520	291,120

9.5 In terms of funding the financial impact of COVID-19, the Council has received two allocations of funding from Government - £959,883 in total. In addition, the reserves position allows for some drawdown during 2020/21 before reaching the 'minimum contingency level' as set out in the MTFP. Based on the 'high' impact forecast, this would still leave an amount to be funded:

	HPBC (GF) (£)
'High' Impact	2,840,561
Government Funding	(959,883)
Reserves drawdown (to 'minimum contingency')*	(1,600,000)
Remaining shortfall	280,678

**this may be subject to change dependent on the final 2019/20 outturn position (see separate report on this agenda)*

- 9.6 On 2nd July 2020, the Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) announced a further package of financial support for local government, providing three central pillars of support:

COVID-19 related expenditure - A further £500 million non ring-fenced allocation - taking the total support provided by government to £4.3 billion

Irrecoverable income loss - recognises that Councils have lost income from sales, fees and charges since the start of the pandemic and looks to reimburse 75p in every £1 of irrecoverable losses (losses over and above 5% of planned income).

Losses in tax revenue - Tax deficits can be repaid over three years rather than the usual one

- 9.7 There is more information on the funding package within the Financial Planning Process report (a separate report on this agenda). The latest funding package will hopefully assist the Council's financial position further, covering the deficit and reducing the requirement on reserves to fund the shortfall.
- 9.8 The HRA has built up significant cash balances in recent years and therefore is in a position to offset the immediate financial impact.
- 9.9 Whilst the Council appears to be in a position to offset the majority of the impact of COVID-19 on the 2020/21 budget via Government funding and use of reserves, there is concern about the longer-term financial impact this will have on the delivery of corporate plan objectives. Therefore, to understand and forecast this and to allow more time to effectively plan the longer term response, a review of the MTFP as approved in February 2020 will commence in July.
- 9.10 The Financial Planning report (a separate report on this agenda) focuses on the process for progressing the MTFP update.
- 9.11 On completion of the MTFP update, it is likely that an updated Treasury Management Strategy will be presented to Audit Committee in September.

10 Taking Advantage of the Positive Legacy

10.1 The purpose of this stream of work is to ensure that where there has been a positive impact on the Council's service delivery this is reflected in the proposals for recovery. For example the pandemic has prompted a wave of critical reflection with issues of sustainability and longer term consumer behaviour being considered in greater depth. This may result in a step forward in the following areas:

- Green Infrastructure delivery,
- Digital infrastructure,
- Transport e.g. Increase in walking and cycling to work.

10.2 These will need to be key considerations for the Council's Climate Change Working Group.

10.3 Other key opportunities that have been identified for this work stream are:

- Realising future benefits from the remote / home working arrangements that have worked effectively,
- Realising the benefits from the additional 'channel shift' – access to services,
- Reassessing priorities in light of the new demands for services,
- Using new business contact understanding to realise local procurement ambitions,
- Opportunity to remove unnecessary bureaucratic governance arrangements,
- Continue the enhanced communication dialogue with partners.

10.4 The following areas are already under investigation:

Action	Possible output
Review internal processes that have already had to change as a result of home working / office closures.	Identify processes that have been forced to change and already improved as a result of COVID. We want to retain these improved working practices, so they are not disregarded in the future, and an old way of working re-introduced.
Review of other internal service processes to remove manual, paper based processes that have created hurdles during lockdown.	Opportunity to positively steer our Digital Transformation direction further. Goal to digitise where possible & needed to improve overall efficiency - Reduced manual/ paper processes will also improve service area efficiency. Introduce electronic only copies of planning applications to Parish and Town Councils.

Action	Possible output
Reduce our staff carbon footprint (travelling / printing) by improved & increased use of technology & a delivery of a digital workplace	<p>Opportunity to embrace this digital direction with implementation of Microsoft 365 suite, enabling access for Teams, Sharepoint, Stream etc.</p> <p>Video conferencing for staff meetings will result in reduction in travel to attend meetings and participation in online training courses.</p> <p>Reduce Post Distribution - we can be more green and generate less paper. And reduction in collection and distribution of post frequencies = reduction in contract costs.</p>
Increase the number of services that customers can make payments online for.	<p>Drive & promote online payments/alternative payment channels.</p> <p>Potential to reduce no. of chip and pin machines on receptions = Consider impact on reception opening hours, agree to removal of existing (and costly) cash/cheque channels.</p> <p>This will enable us to promote online payments/DDs as customers will choose to transact with us in different ways.</p>
Improve/enhance council functions/ services that currently available online to public.	<p>Review of transactions/services that are not currently available online (Waste / Repairs / Rents / Pest Control / Licensing / NDR) and make improvements to those that are already (CT / Benefits).</p> <p>Analyse queries that are/were historically handled face-to-face (if not since lockdown, why?).</p> <p>Drive 'do it online' - Delivery of more end-to-end transactions for customers to self-serve, this will include/improve automation of back office processes.</p>
Develop OD strategy & ICT / Digital Transformation strategy enabling Agile working as a focus.	<p>Increase in Agile working and access to flexible working arrangements, skills & structure to support new ways of working – Increased productivity from homeworking.</p> <p>New / amended policy required - will ensure aligned with corporate plans.</p> <p>Understand our new way of working, assessing the IT requirements to support agile working</p>
Virtualisation of Committee Meetings	<p>Hold & stream public meetings via Teams</p> <p>Issue of Committee Reports and introduction of information digests to members</p>

APPENDIX A

COVID-19 Impact on Services and Associated Recovery Action

Service	Function	Service Impact	Additional Functions	Recovery Action
OD & Transformation	HR	<ul style="list-style-type: none"> Recruitment suspended Training suspended Staff Appraisals / PEPs postponed 	<ul style="list-style-type: none"> Set up and co-ordinate staff testing for C19 Assess all workforce for vulnerability to C19 and make provisions for ongoing safety of all staff Liaison and agreement with Unions for all changes to working practices Postpone/rearrange all planned training Co-ordinate the Council participation with the LRF 	<ul style="list-style-type: none"> Working with Recovery Group to ensure safe return Advertisement of vacancies internally recommenced
	ICT	<ul style="list-style-type: none"> ICT projects delayed Mobile phone upgrades postponed 	<ul style="list-style-type: none"> Set up and roll out homeworking provision for all staff Set up and roll out provisions for contact centre to operate remotely Investigation and implementation of virtual meeting capability 	<ul style="list-style-type: none"> Re-commenced office 365 and windows 10 project
	Communications	<ul style="list-style-type: none"> Significantly Increased communication activity 	<ul style="list-style-type: none"> Participation in LRF work streams 	<ul style="list-style-type: none"> A communications plan has been developed as part of the recovery phase.
	Performance	<ul style="list-style-type: none"> C19 Impact on performance 	<ul style="list-style-type: none"> Monitor and report the Impact on performance 	<ul style="list-style-type: none"> Process to revisit targets and project delivery has commenced
Audit		<ul style="list-style-type: none"> 2020/21 Audit Plan delayed Recommendations follow-up suspended Annual Governance Statement delayed 	<ul style="list-style-type: none"> Business grants monitoring/checking 	<ul style="list-style-type: none"> Revised plan to be agreed Follow up of recommendations has now commenced
Direct Services	Housing Repairs	<ul style="list-style-type: none"> Planned housing maintenance, work postponed Service focussed on priority and emergency repairs along with a limited amount of void work 	<ul style="list-style-type: none"> Focus has been on prioritising emergency work and ensuring that both staff and residents remain safe and can respond where necessary 	<ul style="list-style-type: none"> Risk assessments updated and awaiting the final sign off by unions and insurance company. PPE sourced and levels of protection agreed commensurate with role and duties required Toolbox talks developed, implemented and rolled out to all key staff Individual risk assessments in progress for our clinical and vulnerable staff Expected to be fully operations again on routine repairs by the end of July

Service	Function	Service Impact	Additional Functions	Recovery Action
Communities	Community Safety	<ul style="list-style-type: none"> • CCTV cameras upgrade and monitoring station upgrade delayed • Anti social behaviour response • Partnerships and planned projects delayed • Environmental enforcement and investigations limited 		<ul style="list-style-type: none"> • Risk assessments in progress and awaiting the final sign off by unions and insurance company. • PPE sourced and levels of protection agreed commensurate with role and duties required • Individual risk assessments in progress for our clinical and vulnerable staff • Expected to be fully operations again on routine Enforcement Duties by the end of July
	Democratic Services	<ul style="list-style-type: none"> • Member meetings postponed 	<ul style="list-style-type: none"> • Investigation and implementation of virtual meeting capability • Support Councillors to access and use TEAMS for virtual meetings 	<ul style="list-style-type: none"> • Virtual meetings implemented
	Community Support		<ul style="list-style-type: none"> • Support to vulnerable people 	<ul style="list-style-type: none"> • Continue to support the communities
Legal	Elections	<ul style="list-style-type: none"> • Elections postponed 	<ul style="list-style-type: none"> • Virtual meeting capability • Support given to other service areas (benefits) 	<ul style="list-style-type: none"> • Canvas to commence
Environmental Health	Food Safety Pollution Housing disrepair	<ul style="list-style-type: none"> • Restrictions on compliance visits • Suspension of inspections/monitoring 	<ul style="list-style-type: none"> • New requirements under the emergency legislation in particular around enforced closures. • Increased Multi-agency working 	<ul style="list-style-type: none"> • Risk assessments updated and awaiting the final sign off by unions and insurance company. • PPE sourced and levels of protection agreed commensurate with role and duties required • Individual risk assessments in progress for our clinical and vulnerable staff • Expected to be fully operations for routine inspections and enforcement by Mid July
	Licensing	<ul style="list-style-type: none"> • Full suspension of enforcement visits and multi agency visits 	<ul style="list-style-type: none"> • Pavement Licences 	<ul style="list-style-type: none"> • Risk assessments updated and awaiting the final sign off by unions and insurance company. • PPE sourced and levels of protection agreed commensurate with role and duties required • Individual risk assessments in progress for our clinical and vulnerable staff • Expected to be fully operations for routine enforcement by Mid July
	Land Charges	<ul style="list-style-type: none"> • Dramatic reduction in local searches received 	<ul style="list-style-type: none"> • Additional Planning updates and data cleansing 	<ul style="list-style-type: none"> • The Service is operational however service demands have reduced considerably due to the property market issues, however we are now seeing the market recover slowly. • Personal Searches will resume once the Reception Points reopen – End July/Aug

Service	Function	Service Impact	Additional Functions	Recovery Action
Service Commissioning	Leisure	<ul style="list-style-type: none"> Leisure centres and the Pavilion Gardens facility were closed in late March. Financial support provided to leisure centre provider Parkwood Playgrounds closed, 		<ul style="list-style-type: none"> All leisure centres remain closed as Gov't has not yet permitted their reopening. Reopening plans have been produced by Parkwood but until Gov't announce a reopening date these can't be enacted. The financial support currently being provided to Parkwood is insufficient to cover a reopening of all the SM sites. A report is being produced for members to enable the plans/options to be considered. Effective of 18th June, Parkwood reopened takeaway services from the ice cream parlour at pavilion gardens. Further reopening plans of the kiosk and train are being considered currently. It is unlikely that the tea rooms and events spaces will reopen until late 20/21. Playgrounds, outdoor gyms and outdoor sports facilities will all reopen on the 4th July, following the installation of signage, and a full safety inspection of each site and equipment. Installation of a new play facility at Whitfield is due to start in mid July (and will take 2 weeks to complete), this project was due to be delivered at Easter but delayed due to C19.
	Waste collection, Street Cleansing & Grounds Maintenance	<ul style="list-style-type: none"> Capacity reduced on street cleansing and grounds maintenance to support waste collection 	<ul style="list-style-type: none"> Increase in fly-tipping 	<ul style="list-style-type: none"> Increase in fly tipping Waste and recycling services are all operating normally. Staff from other services are no longer being used to supplement crews. We are continuing to see higher than normal tonnages of recyclables presented for collection – averaging +26% higher than normal at this time of year. Street cleansing – we are still seeing higher than normal volumes fly tipping despite the reopening of HWRC's. Litter levels is problematic in our parks and open spaces and higher than normal. Grounds maintenance functions are all operating normally.
	Cemeteries			<ul style="list-style-type: none"> Services are operating as normal. We have seen no increases in demand.

Service	Function	Service Impact	Additional Functions	Recovery Action
Regeneration	Business Support	<ul style="list-style-type: none"> Additional support required by local businesses 	<ul style="list-style-type: none"> Implementation of Local Discretionary Business Grant scheme which will involve distributing a further £1.2m of financial support to eligible businesses. Work with partners to re open the town centres 	
	Markets	<ul style="list-style-type: none"> Indoor and outdoor markets in Glossop have remained closed during the lockdown period. 		<ul style="list-style-type: none"> Safe re-opening of Glossop outdoor market – signage, cleaning materials, information to traders. Temporary relocation of indoor traders to outdoor market
Assets	Public Conveniences	<ul style="list-style-type: none"> Public toilets across the borough closed 	<ul style="list-style-type: none"> Additional requirements for cleaning Additional alteration works may be required 	<ul style="list-style-type: none"> Phased reintroduction from 15th June
	Commercial Properties	<ul style="list-style-type: none"> The Council has been engaging with its commercial tenants on a one to one basis to provide support based on the individual circumstances of the businesses. 		<ul style="list-style-type: none"> Payment plans will be agreed with tenants for any arrears that have built up to support tenants.
	Car Parks	<ul style="list-style-type: none"> The arrangements in the Council's car parks have been maintained strictly in line with the British Parking Association guidance.. 	<ul style="list-style-type: none"> The Council has recognised the national permit scheme for health and care workers and have also extended it locally 	<ul style="list-style-type: none"> Enforcement is ongoing. Parking machines are being routinely sanitised and signage erected.
	Housing Property	<ul style="list-style-type: none"> The Council's annual gas safety checks are still being undertaken to the statutory timescales, although are subject to workarounds and changes to working practice as needed by the circumstances of individual tenants Compliance related activities are being undertaken where possible. Some delays at sheltered schemes due to risk to residents. 		<ul style="list-style-type: none"> Kitchen Programme is being undertaken at a rate of 4-5 properties a week (much slower than pre-covid due to need to re-profile and survey). Recommended on 1st June. Bathroom, Aids and Adaptations, Roofing and Roofline all we approved at Exec last week. Call-in ends today, so work will now begin in mobilising those contracts. Windows and Doors is due to start on 20th July. Work to Queens Court roof has recommenced. Structural works project is almost complete.
	Capital Works	<ul style="list-style-type: none"> Capital projects postponed 	<ul style="list-style-type: none"> Works brought forward where buildings have been closed. 	<ul style="list-style-type: none"> Capital programme being re-prioritised due to risks and opportunities.
	Facilities / Public Buildings	<ul style="list-style-type: none"> Public Buildings closed to public, open to staff. 	<ul style="list-style-type: none"> Additional cleaning undertaken by caretaking staff. Reactive repair and maintenance works have been undertaken at buildings whilst "closed". 	<ul style="list-style-type: none"> Additional cleaning routing and resource will be required if more staff are to return to the buildings. One way systems agreed Hand sanitiser stations erected Work space, meeting room, facilities to be restricted to comply with social distancing. Receptions re-configured.

Service	Function	Service Impact	Additional Functions	Recovery Action
Development Services	Planning Applications	<ul style="list-style-type: none"> Restrictions on site visits Processing issues due to postponement of committee decision making processes. 		<ul style="list-style-type: none"> Virtual meetings now implemented Implement new legislation
Finance	Procurement	<ul style="list-style-type: none"> Some procurement activity placed on hold as consequence of suspended services / inability to deliver projects during lockdown. 	<ul style="list-style-type: none"> Payment of the Small Business and Retail, Hospitality and Leisure Grant Schemes 	<ul style="list-style-type: none"> Planned procurement activity recommenced Additional procurement activity/support in relation to the COVID-19 recovery process
	Finance	<ul style="list-style-type: none"> Closedown of accounts delayed. 	<ul style="list-style-type: none"> Additional financial planning workload Completion of Government financial returns Support with business grants process 	<ul style="list-style-type: none"> Early update of the MTFP report to identify potential longer-term financial issues Close budget monitoring of 2020/21 position Statement of Accounts draft produced July, external audit aiming to complete end of September
Revenues & Benefits	Revenues	<ul style="list-style-type: none"> Flexible payment plans for council tax Flexible payment plans for business rates Recovery action temporarily suspended Increased Council Tax & Business Rates arrears 	<ul style="list-style-type: none"> Rebilling of business rates due to additional reliefs Coordinating the business grants process Assessing Council tax hardship applications 	<ul style="list-style-type: none"> Post-event assurance in respect of grant payments Recommence recovery action Assess collection rates impact
	Benefits	<ul style="list-style-type: none"> Rebilling of eligible LCTRS claimants Increase in the number of council tax support and housing benefit cases 	<ul style="list-style-type: none"> Rebilling of LCTRS due to additional £150 award 	<ul style="list-style-type: none"> Monitor impact of a recession on benefit workload
Housing		<ul style="list-style-type: none"> Temporary accommodation made available to prevent/relieve homelessness as per MHCLG guidance Rent recovery action temporarily suspended All tenancy management visits suspended 	<ul style="list-style-type: none"> The Carelink service has implemented welfare calls "Everyone In" response in respect of homelessness – of 63 placements 9 remain as at 29.6.20 Housing Allocations recommenced 12.5.20 	<ul style="list-style-type: none"> Support remaining homeless placements homelessness with permanent housing options / reduce use of temporary accommodation Recommence rent recovery action with additional steps to ensure vulnerability due to Covid captured Recommence FRA visits to communal blocks
Customer Services		<ul style="list-style-type: none"> Closure of Council offices in Buxton, Gamesley, Glossop Appointments by telephone have been offered if required. Call centre staff able to handle calls from home Service access diverted to the on-line and telephone access channels. Increase in the number of service requests that are being accessed through the Council's website. Post and Print – reduced volumes as service areas communicate electronically 	<ul style="list-style-type: none"> Separate dedicated call numbers were set up to deal with the new functions such as supporting businesses and vulnerable people. Additional webforms created to enable customers to self serve Central post and print function handling incoming and external mail and printing – scanning docs to service areas 	<ul style="list-style-type: none"> Re-open receptions, but consider changes to the provision of these facilities Expecting increase in volumes of enquiries , change in circumstances , tenancy enquiries/repairs /business' Continue with current post/print arrangements –removal of office equipment