



Nottingham City Council Overview and Scrutiny Committee

Date: Wednesday, 7 April 2021

Time: 2.00 pm

Place: To be held remotely via Zoom - <https://www.youtube.com/user/NottCityCouncil>

Councillors are requested to attend the above meeting to transact the following business

Director for Legal and Governance

Governance Officer: Kim Pocock **Direct Dial:** 0115 876 64321

- 1 Committee Membership**
To note the resignation of Councillor Cate Woodward
- 2 Apologies for absence**
- 3 Declarations of interests**
- 4 Minutes** 3 - 12
To confirm the minutes of the meeting held on 3 March 2021
- 5 Update on the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy** 13 - 14
Verbal update from Councillor David Mellen, Leader of the Council
- 6 Update on the Non-Statutory Review Recovery and Improvement Plan** 15 - 16
Verbal update from Councillor David Mellen, Leader of the Council
- 7 Nottingham City Council's Response to Covid-19: Service Closures and Reinstatements** 17 - 50
- 8 Scrutiny of the Portfolio Holder for Leisure, Culture and Information Technology** 51 - 52
Verbal update from Councillor Dave Trimble, Portfolio Holder for Leisure, Culture and IT

If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

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Nottingham City Council

Overview and Scrutiny Committee

Minutes of the meeting held remotely via Zoom and livestreamed on You Tube on 3 March 2021 from 2pm – 4.16pm

Membership

Present

Councillor Anne Peach (Chair)
Councillor Carole McCulloch (Vice Chair)
Councillor Gul Nawaz Khan
Councillor Pavlos Kotsonis (left at 4.05pm)
Councillor Jane Lakey
Councillor AJ Matsiko
Councillor Ethan Radford (left at 3.45pm)
Councillor Angharad Roberts (left at 3.20pm)
Councillor Andrew Rule

Absent

Councillor Georgia Power
Councillor Steve Battlemuch
Councillor Cate Woodward

Colleagues, partners and others in attendance:

Fran Cropper	- Regeneration Team Leader
Eddie Curry	- Head of Public Realm Services
Graham de Max	- Housing Strategy and Partnership Manager
James Dymond	- Parks Development Manager
Matt Gregory	- Head of Planning Strategy and Building Control
Rachel Harding	- Housing Strategy Specialist
Judith Irwin	- Senior Solicitor
Mark Lowe	- Head of Housing and Regeneration
Paul Seddon	- Director of Planning and Regeneration
Councillor Dave Trimble	- Portfolio Holder for Leisure, Culture and IT
Councillor Linda Woodings	- Portfolio Holder for Housing, Planning and Heritage
Kim Pocock	- Scrutiny Officer

55 Apologies for absence

Councillor Steve Battlemuch (other Council business).

56 Declarations of interests

None.

57 Minutes

The Committee confirmed the minutes of the meeting held on 3 February 2021 as an accurate record and they were signed by the Chair.

58 Scrutiny of the Portfolio Holder for Housing, Planning and Heritage

Councillor Linda Woodings, Portfolio Holder for Housing, Planning and Heritage, supported by colleagues, attended the meeting to report on progress against her key priorities in the Council Plan. She highlighted the following information, focusing on Council/ Social Housing and Homelessness:

Council or social homes for rent

- (a) Social housing refers to all official forms of social housing, while 'social housing for rent' refers to homes let by a Registered Provider or Local Authority at social rent or affordable rent.
- (b) Currently there have been 270 completions towards the target of 1,000 by 2022/23. The programme is back weighted, but HRA (Housing Revenue Account) constraints have imposed limits to new build and purchases. As a result, the expected out turn for 2022/23 is now approximately 800.
- (c) In terms of direct Council new build, progress is as follows:
 - i. Complete: 44 new independent living flats at Winwood, 20 houses at Clifton Miners Welfare, 13 new houses at Marlstones, 20 houses and flats at Knights Close.
 - ii. On site now: 13 homes at Tunstall Drive, 106 houses and flats at the former Eastglade school site, 1 bungalow.
 - iii. Expected to deliver by March 22/23: 8 flats from conversion of offices at Woodlands, 36 flats on the former Southchurch garage site, 107 (out of a total of 131 homes) at Beckhampton Road should also be completed.
- (d) In terms of additional new homes, progress is as follows:
 - i. Procured schemes: 80 of 108 Council homes to be built at Padstow/ Ridgeway should be complete.
 - ii. 6 flats over shops have been converted for affordable residential use.
 - iii. Market Purchases: The Council has purchased 137 properties for use as general needs affordable housing and expects to complete up to 160 in total.
 - iv. Section 106 acquisitions: The Council has purchased 8 social rented homes via the Section 106 agreement at the Sandfield Centre development and is buying 7 more at Woodyard Lane and Nottingham City Homes has purchased 14 Section 106 units from the Martin's Reach development.
- (e) There are a number of registered provider partner schemes in development or planned, which will deliver social housing for rent including:

- i. 28 new homes by Tuntum at Woodborough Road, St Anns (former Woodborough Inn site).
 - ii. 18 new affordable rent homes by Nottingham Community Housing Association (NCHA) at Morley Avenue (plus 16 intermediate affordable housing homes that are not counted).
 - iii. 34 new affordable rent homes by NCHA at College Way, Bilborough, (plus 24 shared ownership homes, not counted).
 - iv. Up to 57 homes developed or acquired by Platform Housing on various sites
 - v. Other schemes in train not yet in public domain.
- The Portfolio Holder and colleagues are meeting with all major stock holding Registered Providers to facilitate further development in the city.

Homelessness

- (f) Homelessness levels are currently being well managed, which can be evidenced by no use of B&B (bed and breakfast) as temporary accommodation for families, due to low demand, and because the private provider nightly paid temporary accommodation is now under lease/ licence arrangements and is covered by Housing Benefit. However, existing temporary accommodation is full (approximately 350 units) and Housing Aid Officers still carry high caseloads.
- (g) Demand by families has reduced due to Covid 19 restrictions, ie the ban on eviction in the private rented sector, and there have been fewer families who are staying with family/ friends being asked to leave during lockdown. However, at the same time, there has been an increase in the number of domestic violence cases and more individuals are presenting as homeless.
- (h) While fewer people are going into temporary accommodation, there has been no increase in people moving out as this has slowed during the pandemic. In addition, Housing Aid is restructuring and does not have capacity to do more than respond to crisis cases. There are prevention plans, but these have not been fully implemented due to Covid.
- (i) Future procurement is likely to be challenging in the light of limitations due to acquisitions and the Airbnb market, as well as the consequence of easing Covid restrictions. It is anticipated that when government financial support for employment/ business ends, unemployment will rise. In addition, the eviction plan will be lifted. This is likely to mean a return to previous levels of demand, including the impact of pent up pressures from experiences during the last year.
- (j) Three year projections have indicated that more people will need temporary accommodation than will be moving out of it and that without enough temporary accommodation to meet demand, there will be a need to rely on nightly paid temporary accommodation from private providers. If no action was taken it would be likely that by the end of 2021/22 there may be over 100 families in B&B. Prevention activity would impact on this significantly and result in financial savings.
- (k) In order to achieve this the Council needs to prevent people from reaching homelessness and needing temporary accommodation; support people to move from their old home to a new home if their housing can't be saved; work

intensively with those who need temporary accommodation to minimise the time spent there; and increase the temporary accommodation available.

- (l) To this end the Housing Aid restructure needs to be completed to deliver the extra capacity and additional services so that the existing extensive workplan can be implemented. Investing the appropriate level of resources into prevention has been seen to produce positive results in the past and prevention must be recognised as a necessary core activity within Nottingham City Council. The Council is not alone in this position and is taking learning from elsewhere.
- (m) The Portfolio Holder has been meeting with all registered providers over the last few months. They don't have problems funding, but they do need land to build on. If the Council is not to build itself, then facilitating other partners to build is part of the solution. Traditionally funding for registered providers has been 60% rental and 40% home ownership. Latest information suggests that funding is now going to be 50:50 for each sector.
- (n) The Council is lobbying the Government on 'right to buy'. Last year the Council lost approximately 200 properties to 'right to buy'. This is low compared with previous years (approximately 300 properties). Delays to 'right to buy' refunds to the Council are partly due to Covid and partly due to a check on borrowing. The Government has agreed to give more time for spending some of the 'right to buy' refund receipts and the Council is in discussion about extending the usual 3.75-year deadline, in order to give the time to put existing plans for schemes in place. There have also been discussions with Homes England about accessing funding as the difference between Nottingham's land prices and rent is not high enough to meet their grant criteria.
- (o) The Council is also lobbying for better rights for renters. This usually stands at 90% singles and 10% families, but families are now creeping up to 20%. It would be helpful for the Government eviction ban and stop on possession orders to continue in order to protect residents. A minimum of three-year leases as standard would put an end to short-hold tenancies and providing at least 6 months' notice to quit would enable better planning for support to tenants at risk of homelessness.
- (p) The Council is tracking the arrears of Council tenants and Nottingham does have landlords who have not evicted tenants.
- (q) No families were in B&B on Christmas morning for the third year running, which is a tribute to the housing strategy and delivery team and all of those who work on homelessness, including the voluntary sector. Inhumane homelessness experiences are damaging for children and parents, creating the need to address mental health and wellbeing, as well as being very costly.

In response to questions from the Committee and in the subsequent discussion the following points were made:

- (r) Nottingham City Homes (NCH) manages a quick turnaround to bring void properties back in to use. During Covid they have had to wait 72 hrs before starting any work, but usually they can turn round a property in four to six weeks (repairs, redecoration etc). The number of voids in the city as a whole has grown. The Council works with registered providers to bring properties up to standard to bring properties back in to use. It can offer to manage the property on behalf of the registered provider to ensure an income. Trying to keep properties let also impacts on Council Tax receipts.
- (s) Demand for housing is high and audit is rigorous to establish genuine homelessness. Approximately 100 households present to Housing Aid each week and the Council cannot house those considered to have made themselves homeless. For example, last week 13 families and 3 individuals were identified as genuinely homeless and had to be housed against the 100 households presenting.
- (t) It is estimated that there are 32,000 properties in Nottingham which should be rented but only 25,000 are licensed. The Council is looking at this profile and working to track down those landlords who are not licenced or who are illegally subletting. If NCH finds anyone who is illegally subletting, then those tenants lose their tenancies.
- (u) The Council is supposed to use its 'right to buy' replacement funds, supplemented by Section 106 or borrowing from the Housing Revenue Account (HRA), to build Council houses to maintain the availability of Council housing and revenue and to keep the HRA sustainable. The 30-year HRA business plan is currently being renewed.
- (v) Private rented housing is the largest amount of housing in the city. Only those with a housing need go on the waiting list. Policy was reviewed in spring 2019 which resulted in some people being taken off the waiting list. However, there is an ever growing demand as people want a decent landlord who will maintain their home and no risk of revenge evictions. There is never enough funding to build enough properties to catch up with the waiting list, so private rented housing has to be a feasible option.
- (w) While proposals in the recent Planning White Paper are subject to the provision of further detail and consultation, it does set a future direction of travel. It includes proposals to make significant changes to consultation on planning matters. The Government is keen to take a front-loaded approach to consultation, ie more consultation within plan making rather than within planning applications. There was concern from both Committee members and colleagues about proposals whereby developments are deemed to have planning permission if they are in the Local Plan as this would reduce the level of debate on applications. Where developments are not in Growth Zones the level of consultation and democratic input will be curtailed. More detail on the White Paper proposals is expected over the next 12-18 months and there will be further consultation.

- (x) The current 2050 carbon neutral target doesn't feel ambitious enough. Local planning policy is shaped within national planning frameworks. Development is a highly complex matter in terms of viability, who the build is for and where it is located which makes green policy somewhat complicated. The Council has good Local Plan policies in terms of sustainability and it will push the boundaries on what Nottingham can achieve in terms of sustainability within the national framework. Councillor Woodings agreed to share a paper on this with the Committee, written by the Director of Planning and Regeneration.
- (y) When building new properties, the Council does not specifically take into account the average Council Tax earned versus the cost of services. It looks at the number of people on the Council house waiting list, the number of people registering as homeless and what the biggest demand is by those on the waiting list (currently predominantly two-bed properties). Rents are kept low because of the deprivation in the city.
- (z) Evictions are tracked year on year. The Portfolio Holder has not heard that there is a particular issue at the moment whereby students are being made homeless, but agreed to raise this at a meeting she has with students on 4 March 2021. There is concern that students tolerate an unreasonable level of disrepair, eg poor wiring, security issues, mould etc.
- (aa) It was estimated that prior to the pandemic four to five people who had no recourse to public funds were provided overnight shelter each night. Covid compliant measures to address rough sleeping mean that provision has been significantly increased. The Government wants to focus on facilitating Housing First rather than emergency provision. However, there needs to be an adequate response for those who present on the night.
- (bb) Those with a lawful right to be in UK could have that right removed if found rough sleeping and/ or homeless. The Council has been approached by the Home Office for support in deportations. However, the Portfolio Holder expressed her view that this is counter-intuitive as it is her priority to provide people with safe, warm overnight shelter. If the Council was to report them to the Home Office, then they are unlikely to come forward for support and their health and lives may then be at risk.
- (cc) The Council's Homeless Prevention Grant for next year will be £1.3 million, which is a slight uplift of £200,000 from 2020/21. Funding is now combined into a single fund without the need to bid separately for several elements and covers a range of services plus the officer capacity to manage these.
- (dd) The Council also receives rough sleepers grants and there has been considerable activity as a result of grants received from the Government to house people during the pandemic. In addition, the Council is submitting a bid for £2.7 million to the Ministry of Housing, Communities and Local Government for a rough sleeper initiative grant. This would enable the replacement of the current night shelter with Covid compliant multiple units of accommodation linking with, for example, employment support, mental health support and immigration support.

- (ee) Provision to meet Covid requirements has definitely led to a rethink of what sleeping provision should look like going forward, including the provision of a psychologically supportive environment so that no one is excluded. There was a small core of individuals who didn't want to come indoors during Covid, but Opportunity Nottingham and Trent University have done a joint piece of research and have identified huge gains to the physical and mental health of many rough sleepers. The expansion of Housing First with its wrap around support has meant that some of those who have previously refused to accept a tenancy because of fears that they could not sustain it, have accepted tenancy through Housing First. The Health Service is also reviewing how to deliver services to rough sleepers, which will support the work of the Council. Providing a range of services and support alongside housing does produce positive results.
- (ff) The Council has to meet the EPC (engineering, procurement and construction) standard for contracts but there is no specific funding for sustainability apart from energy efficiency schemes. Areas called 'protected areas' in the White Paper proposals would include conservation areas and should require planning permission.
- (gg) Permitted development has been introduced under legislation to convert offices and shops to accommodation without going through the planning process. The Council has had to take on some of these properties in order to accommodate homeless people. The Portfolio Holder agreed to provide further information on whether or not there is a need for a licence to operate supported housing under this legislation.

59 Section 106 Agreements

Paul Seddon, Director of Planning and Regeneration and colleagues attended the meeting to report on the Section 106 process and work being undertaken to make the process more efficient, open and transparent. He highlighted the following information:

- (a) A Section 106 Agreement is a legally enforceable document setting out obligations to mitigate the impacts of a development proposal and used for specific purposes such as:
- i. to require an amount of affordable housing provision;
 - ii. to improve the infrastructure needed to serve the development;
 - iii. to meet adopted policy aims, eg employment and training, education;
 - iv. to compensate for the impact of development, eg loss of open space.
- Obligations may be provided by the developer 'in kind' by building or directly providing the matters necessary to fulfil the obligations, usually on site, or, can be met by a financial payment, or a combination of both.
- (b) Agreements are drafted with trigger points and when they are reached, the developer is liable to pay the contribution to the Council. Examples of trigger dates include signing of the agreement, one month prior to starting on site, starting on site, first occupation and/ or completion of the development.
- (c) Monies received can only be spent in accordance with the terms set out in the agreement, adhering to the legal principle of mitigating the impacts from the

development proposal. Planning permissions can take several years to reach completion or be amended/ superseded and therefore not all agreements are realised in full or at all if development does not take place.

- (d) In order to decide if a development proposal requires a Section 106 Agreement, mandatory legal tests have to be met and demonstrate that the agreement is:
 - i. necessary to make the development acceptable in planning terms;
 - ii. directly related to the development; and
 - iii. fairly and reasonably related in scale and kind to the development.

- (e) Nottingham City Council's Local Plan and Supplementary Planning Documents cover the following:
 - i. affordable housing provision;
 - ii. education;
 - iii. open space/ parks;
 - iv. employment and training; and
 - v. improved infrastructure needed to serve the development.

- (f) The process for determining the type and amount of Section 106 obligations is always on a case by case basis, taking into account size and type of development, location, the impact the development will have and the mitigation required to address those impacts. Planning Officers negotiate for the full Section 106 obligations required. Negotiations have to seek to balance the viable delivery of positive development and investment in the city with the level of obligations. Where officers propose approving a development without requiring a Section 106 agreement, the application is always referred to the Planning Committee for decision.

- (g) The monitoring and managing of Section 106 obligations can be complex and time consuming. Trigger points have to be reached before contributions are due – developers are required to inform the Council when these triggers have been met. An audit review was carried out in 2019 suggesting improvements to the Section 106 process and current work streams to improve processes include managing the backlog of agreements, making improvements to monitoring, reviewing monitoring charges, developing a Section 106 calculator and meeting the requirement to publish an Infrastructure Funding Statement.

- (h) There is a specific process for Section 106 Agreements which relate to open spaces. Area Committees agree the priorities for investment on a ward by ward basis. If a development proposal is put forward which would fit with the area investment priorities, there is informal discussion with Planning colleagues. Once the funding is triggered, then further discussions take place with the Area Committee, Neighbourhood Development Officers and local councillors. This leads to a formal Area Committee endorsement of the proposals for funding allocation and the Portfolio Holder approves the allocation under delegated authority. This is usually done on an annual basis to make the process manageable. Section 106 can be the catalyst for bringing in funding from other sources as matched contributions.

- (i) Examples of recent open space projects include £21k Section 106 used to match other funding for the play area, gym and café works in Woodthorpe Park; £25k

Overview and Scrutiny Committee - 3.03.21

Section 106 is being used to lever in matched funding for park improvement works at Amesbury Circus; £13k Section 106 is being used to lever in matched funding for Coppice Park improvements; and £93k Section 106 is being used as matched funding for a £1.8 million Lottery-funded restoration project at the Victoria Embankment Memorial.

In response to questions from the Committee and in the subsequent discussion the following points were made:

- (j) Section 106 can't be used for revenue support and ongoing maintenance. It is intended for one-off developments. For example, where it is used to support schools it will usually be for building expansion.
- (k) While the detail of proposed planning changes in the Planning White Paper is absent at the moment, the Portfolio Holder and colleagues have been looking at whether a levy approach would be viable in place of Section 106 on individual developments. Their concern is that, because local areas are complicated, a national infrastructure levy would not address the city's challenging local viability and low value. It may be that even with a low level national infrastructure levy, some local Section 106 will still be allowed, but until the detail is available this is unknown. If the levy approach replaces Section 106 there would be no need for viable assessment as it currently operates, but there would have to be an evidence base to ensure that schemes are viable.
- (l) It is only the open space Section 106 contributions which have the specific local involvement process described in the presentation, as there is a degree of flexibility on the spend. All other agreements built into planning applications are site specific for each project, with the exception of affordable housing, which goes through a different process.
- (m) Potential changes to the Council's Area Committee structure would mean that other ways of ensuring local involvement in how Section 106 is used for open spaces would need to be developed. Section 106 has been a key player in the development of the city's major parks over many years and matched with a host of partners including the Lottery, Police Commissioner, health and sports organisations. It leads to significant investment and value added to local areas, contributing to the health and welfare of citizens. This has been critically important during Covid and the heavy use of open space will need future investment to manage the impact of that heavy use.
- (n) In response to concerns that Section 106 schemes are not delivering as many apprenticeships as they could, the Director of Planning and Regeneration agreed he would forward information on the exact number of young people who have been employed as apprentices through Section 106 and that it would be possible to consider the potential for being more ambitious and expanding apprenticeships under Section 106 for the future.
- (o) It is rare that contributions due from Section 106 agreements are not paid by the developer. There are some historic agreements where, for example, developers have gone bust, but this is not specific to Nottingham. The majority of agreements are for residential schemes. Where the developer goes bust, the Council could try to recover those monies from homeowners; however, this is not considered a palatable route to go down. Trigger dates are built in to agreements, risks identified and

Overview and Scrutiny Committee - 3.03.21

cashflow considered with payments front-loaded. Colleagues continuously monitor monies that are owing. There is now an efficient process in place and this task is explicit in the role of two colleagues. Historic debt is still chased and the vast majority has been successfully recovered. The requirement to publish an Infrastructure Funding Statement will give much greater transparency on this. The Director of Planning and Regeneration agreed to provide the Committee with further information detailing Section 106 monies owing.

The Chair thanked the Portfolio Holder and colleagues for attending the meeting and noted that the Committee may consider further investigation of specific areas of Section 106 and/ or other aspects of planning and the developing White Paper as part of its Work Programme 2021/22.

RESOLVED to recommend that the Portfolio Holder for Housing, Planning and Heritage consider the potential for being more ambitious and expanding the provision of apprenticeships under future Section 106 Agreements.

60 Work Programme

The Committee considered its work programme for the final meeting in 2020/21 and agreed the following:

7 April 2021

- Update on the Action Plans in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy and the Non-Statutory Review
- Covid-19 Pandemic – Update on the Impact on Nottingham City Council and the Council's Response focusing on service closure and reinstatement
- Scrutiny of the Portfolio Holder for Leisure, Culture and IT – Councillor Dave Trimble

The Committee will discuss potential topics for its work programme for 2021/22 at an informal meeting prior to agreeing it at the meeting to be held on 7 April. Ideas for topics should be forwarded to the Chair of the Committee or to the Scrutiny Officer.

The Committee also considered a briefing update on the Council's weeding programme, provided by the Portfolio Holder for Communities, Highways and Strategic Transport. While providing information about plans to resume street scene activity following delays caused by Covid, the briefing did not address whether the most efficient use was made of resources, including vehicles and staff, during the pandemic and whether streets could have been maintained to a higher standard than they have been. The longer term issues regarding the split of responsibilities between residents and the Council, for example in relation to weed clearing and the wider issue of how the public realm is kept in good order will be raised as potential areas for scrutiny when drafting the Committee's work programme for 2021/22.

Overview and Scrutiny Committee

7 April 2021

Update on the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy

Report of the Head of Legal and Governance

1. Purpose

- 1.1 To provide an update on progress being made to implement the action plan created in response to recommendations of the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy (PIR).

2. Action required

- 2.1 To consider the information provided, use it to inform questioning, make recommendations where appropriate, and decide any future issues for scrutiny.

3. Background information

- 3.1 In August 2020 the External Auditor published the report in the public interest relating to the Council's governance arrangements in respect of Robin Hood Energy Ltd, the not-for-profit company set up by the authority to tackle fuel poverty in the city.
- 3.2 The report outlined a number of recommendations for action by the Council including (a) to urgently determine the future of Robin Hood Energy (RHE), with options properly evaluated and risks assessed; (b) review the approach to how councillors are best used and supported on the boards of subsidiary companies; and (c) ensure all board members have the required knowledge and experience to challenge the management of the companies.
- 3.3 The Council accepted the findings of the report and has agreed a comprehensive series of actions to improve governance arrangements at the Council as well as for Robin Hood Energy and other Council companies.
- 3.4 Councillors and colleagues attended Overview and Scrutiny Committee meetings in December 2020 and February 2021 to provide information on the review recommendations, the work of the Nottingham City Governance Improvement Board and the action plan developed in response.
- 3.5 Councillor David Mellen, Leader of the Council, will be in attendance at this meeting to present a further update on progress made to date to deliver the action plan and to respond to queries from the Committee.

4. List of attached information

4.1 None.

5. Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6. Published documents referred to in compiling this report

6.1 Reports and minutes of the Nottingham City Council meetings held on 27 August 2020, 9 November 2020 and 11 January 2021. Reports and minutes of the Overview and Scrutiny Committee meetings held on 9 December 2020 and 3 February 2021.

7. Wards affected

7.1 All

8. Contact information

8.1 Kim Pocock
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Overview and Scrutiny Committee

7 April 2021

Update on the Recovery and Improvement Plan arising from the Non Statutory Review of Nottingham City Council

Report of the Head of Legal and Governance

1. Purpose

- 1.1 To provide an update on progress being made to implement the action plan created in response to recommendations of the rapid Non-Statutory Review of Nottingham City Council.

2. Action required

- 2.1 To consider the information provided, use it to inform questioning, make recommendations where appropriate, and decide any future issues for scrutiny.

3. Background information

- 3.1 Following the publication of the Report in the Public Interest into Robin Hood Energy (PIR), the Ministry of Housing, Communities and Local Government (MHCLG) confirmed its intention to carry out a rapid Non-Statutory Review (NSR) of Nottingham City Council.
- 3.2 The review was led by Max Caller CBE, a former local authority Chief Executive, and carried out in October/ November 2020, focusing on financial stability, governance and risk management issues within the Council following a range of matters raised in the PIR.
- 3.3 The NSR identified that the Council would require external support to set a legally required balanced budget for 2021/22 and that the Council's leadership should be supported to recover to an improved position.
- 3.4 The Council accepted the findings of the review and the requirement to develop and approve a Recovery and Improvement Plan to address these findings and the recommendations. An Improvement Board has been established to oversee the delivery of the Plan.
- 3.5 Councillor David Mellen, Leader of the Council, will be in attendance at this meeting to present a further update on progress made to date to deliver the actions identified in the Plan and to respond to queries from the Committee.

4. List of attached information

4.1 None.

5. Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6. Published documents referred to in compiling this report

6.1 Reports and minutes of the Nottingham City Council Extraordinary meeting held on 25 January 2021. Reports and minutes of the Overview and Scrutiny Committee meeting held on 3 February 2021.

7. Wards affected

7.1 All

8. Contact information

8.1 Kim Pocock
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Overview and Scrutiny Committee

7 April 2021

Nottingham City Council's Response to Covid-19: Service Closures and Reinstatements

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To provide an update on Nottingham City Council's response to Covid-19 since the last update to the Committee in September 2020, with a particular focus on service closures and reinstatements.

2 Action required

- 2.1 To consider the information provided, use it to inform questioning, make recommendations where appropriate, and decide any future issues for scrutiny

3 Background information

- 3.1 This meeting will provide the Committee with an overview of the City Council's current response to the pandemic, to enable the Committee to decide if there are any areas for future scrutiny. The report focuses on the Council's plans and processes for reinstatement of services as restrictions are lifted.
- 3.2 The Corporate Director for Covid Response and Recovery, along with other representatives from Council departments, will be in attendance to present the information and respond to queries from the Committee.

4 List of attached information

- 4.1 Briefing note detailing Nottingham City Council's response to the pandemic, service closures and reinstatements.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 Nottingham City Council's Response to Covid-19 - report to and minutes of the Overview and Scrutiny Committee meeting of 9 September 2020.

7 Wards affected

- 7.1 All

8 Contact information

8.1 Kim Pocock
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Overview and Scrutiny Committee

7th April 2021

Briefing Note on Nottingham City Council's Response to Covid-19: Service Closures and Reinstatements

Overview

This paper looks at the Council's response to Covid-19 since September 2020, with a particular focus on service closures and reinstatements.

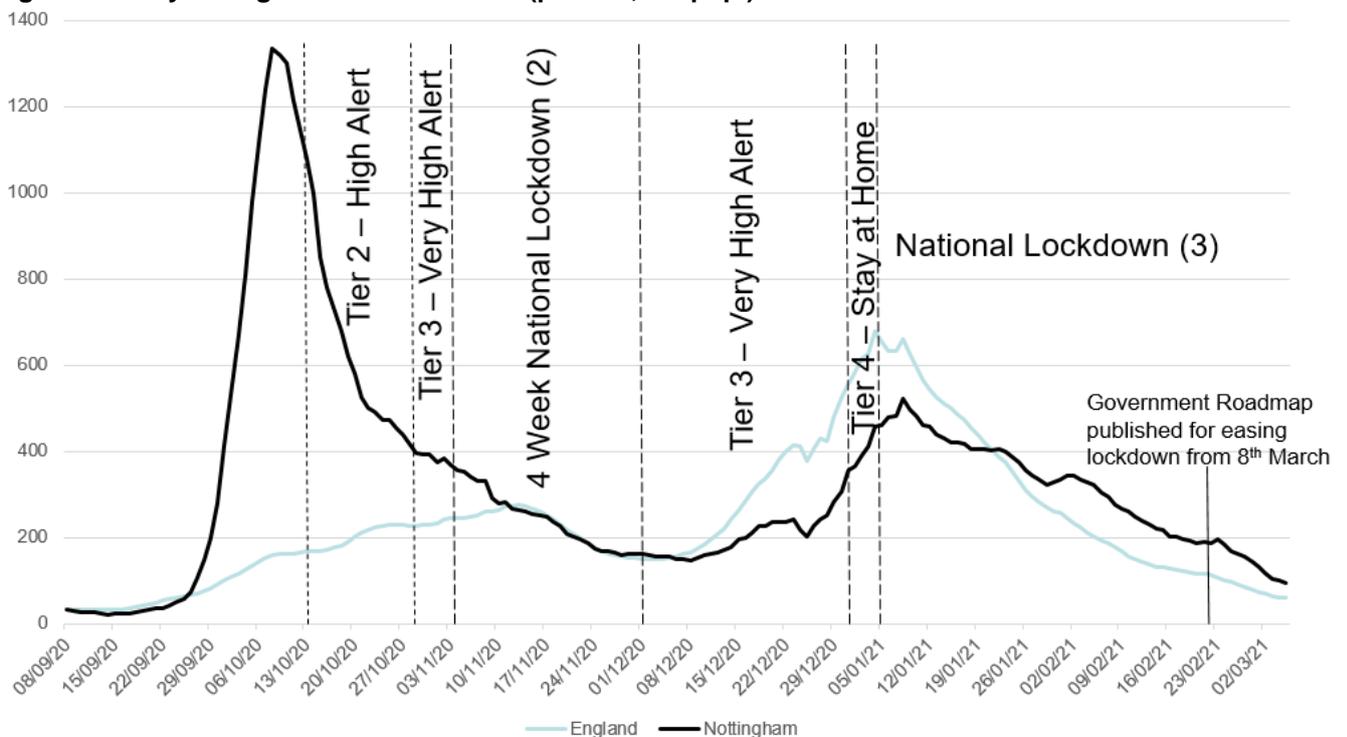
Update on Covid Response since September 2020

Since September in response to the on-going pandemic, the Government have implemented a number of national and local directives including the national tier system, two national lockdowns and a number of initiatives around testing and vaccinations. These developments and a summary of Nottingham City Council's (NCC) response is highlighted below for information and context as a more detailed paper was considered at Health Scrutiny (11th March 2021).

Covid Incident Rate and Timeline of Local/National Restrictions

Figure 1 shows the covid incident rate (per 100,000 pop.), as identified through positive tests, and the timing of restrictions put in place under the local tier system and two national lockdowns. After a relatively static period over the summer a significant spike occurred in September 2020 which coincided with the return of the students and remedial actions agreed with the universities helped to bring this under control. Nottingham's rate since November has roughly mirrored national trends albeit with a lesser spike in January and a slower reduction to a rate now below 100 cases per 100,000 pop.

Figure 1: 7 day rolling Covid incident rate (per 100,000 pop.) and local and national restrictions



Summary of the Council's Initial Response to the Pandemic (March - September 2020)

A report on the initial response was considered at Overview and Scrutiny in September 2020 and this laid the foundation of the governance arrangements and the current response. In summary the initial response included:

- A Strategic Response Group (SRG) Coronavirus meeting was established, led by the Director of Public Health and former Assistant Chief Executive.
- Although full lockdown was not announced until 23rd March, on 17th March the Council asked all colleagues to work from home where possible, commencing the next day and this directive remains in force. This was supported by a significant bolstering of the IT infrastructure and equipment to enable large volumes of people to access the Virtual Private Network (VPN).
- Local Resilience Forum structures were established including a number of sub-groups including the Tactical Co-ordinating Group (City Council co-chairs); the Humanitarian Assistance Group; and the Care Homes and Home Care Cell.
- Five priority workstreams were established to lead on the Covid-19 response within the Council:
 - **Keeping Social Care Going** (inc. supported increased staffing for key frontline Council services and obtaining PPE)
 - **Mobilising Civil Society** (inc. providing support for medically and socially vulnerable people, including checking their wellbeing and helping obtain food and medicine if they had no other support and established the Council's 'golden number' for all support queries).
 - **Supporting and Protecting the Economy** (inc. distribution of different grants to businesses, totalling around £55m)
 - **Financial Resilience** (inc. a focus on Council finances due to additional spend and lost income).
 - **Welfare of the Workforce and Corporate Resilience** (inc. assessment of all colleagues of Black, Asian and Minority Ethnic (BAME) heritage to determine modifications to their duties which could be offered due to the increased risk of complications from covid)
- Establishment of the outbreak cell and local outbreak control plan: The cell works across Nottinghamshire, sharing resources and capacity.
- Support to citizens deemed Clinically Extremely Vulnerable (CEVs) who were advised to shield. The customer hub supported citizens in terms of their needs around access to social care, support from community and voluntary sector groups and support regarding essential provisions.

Covid Response Developments Since September

Since September a number of key area of focus emerged, some of which are still in operation.

Working with the Universities

Universities were identified as a setting of concern at the outset. A task and finish group was established to co-produce an Incident Management Plan, as part of the Local Outbreak Control Plan. This plan was tested soon after Student's returned in September with a complex outbreak and then a spike in COVID-19 cases in Nottingham City in October that was driven largely by student cases (Figure 1).

The Universities fed their data into our daily outbreak meetings and attended a weekly joint Incident Management Team. This IMT continues to meet (now fortnightly) and has led to joint working across a number of actions:

- Developed data sharing arrangements to ensure information could flow and support outbreak response and student welfare.
- Monitoring of COVID-19 compliance on campuses and COVID-19 champions
- Both universities instigated an asymptomatic testing programme that was initially used in both universities to target populations of concern.
- Nottingham Trent University conducted a backpack testing programme to take tests to students and encourage testing.
- Both universities work with Community Protection and Nottinghamshire Police regarding enforcement and discipline.
- Initiatives and comms programme to encourage compliance with COVID-19 regulations including self-isolation.
- Piloted a number of initiatives that have since been adopted nationally e.g. asymptomatic testing and enabling time outdoors for isolating households.
- Conducted Lateral Flow Testing of students prior to the Christmas break.
- Programme of COVID secure events and access to support services were provided to students who remained on campus over the Christmas period

Since January, students have begun to return to the Universities. In January this included Tranche 1 students who study on clinical courses requiring practical sessions and, in March, Tranche 2 students who are those on non-clinical courses with practical elements. All other students continue to receive online teaching and are encouraged to study at home until advised to return. There is currently no guidance on when or how the remaining students will return to University; although an announcement is expected during the Universities' Easter break.

National Tier System

Negotiations commenced with Government on the introduction of the tier system and financial support to those businesses affected by the restrictions. Figure 1 shows Nottingham's status in the tier system pre and post the national lockdowns.

Support to Vulnerable Citizens

The national guidance to CEVs changed over the summer with the advice to shield being removed at the end of August. Recently the CEV list was expanded to take account of socio-demographic information and BMI that are associated with more adverse outcomes from Covid. There are now almost 25,000 CEVs in Nottingham and the Government advice changed again in December to encourage those people to shield. The Customer Hub continues to support those citizens in terms of their needs (including referral to social care and help getting on-line priority shopping deliveries). Since March 2020:

- 24,102 successful phone calls were made
- 2179 food boxes were delivered
- 5177 CPO visits were undertaken where there were concerns for a citizen

Community Testing

Community testing was significantly ramped up with a network of testing options accessible by foot or private vehicles including:

- A regional testing site at County Hall
- Seven local testing sites (including 3 on university campuses and ones in Bulwell, Hyson Green, Bulwell/Bestwood and the Meadows.
- Mobile Testing Units rotated around Nottingham City and the surrounding boroughs, coordinated with County to support areas of highest need.
- Home Testing Postal process. Book via website or 119

- Asymptomatic Testing also available at Djanogly Leisure Centre, Portland Leisure Centre and Clifton Community Centre¹

Test and Trace

The Customer Hub have been conducting enhanced contact tracing, using the national procedure to help identify contacts pre and post transmission to prevent further spread and outbreak, but additionally using local resources to find additional contact information and to make face-to-face contact with cases that could not be reached by phone.

As at 12th March the Hub had received 3637 cases for contact. 1681 cases where contact could not be established were referred to CP. Of these 1419 CPO door knocks took place with citizens given information and asked to make contact. 436 of these resulted in a call into the Hub and they were able to complete the process. The remaining cases are given a card with guidance.

Vaccinations and Supporting Uptake

Support to the vaccination programme is being provided by the Customer Hub to increase take-up across the city. To-date, phase 1 of the national programme to vaccinate the first 9 priority groups (over 50s plus all CEVs and those with underlying health conditions) is on schedule to be complete by the end of March and the customer hub have been contacting the over 70s and CEVs not yet vaccinated to offer support to get an appointment booked (including help with transport where required).

To date, 170 of these individuals have been booked in for clinic vaccinations, 315 referred to roving service, and 837 refused vaccine.

Details of those citizens that could not be contacted have been referred back to their GPs for further follow up where appropriate. Additionally, a card has been sent out to these individuals inviting them to call in for assistance with booking a vaccination. A dedicated number has been created to ensure these calls are prioritised. The work of the customer hub team is influenced by the availability of appointment slots and thus calls are paused and re-instigated according to availability.

Surge Testing Operation Eagle

All viruses naturally mutate over time and the virus that causes COVID-19 is no exception. Over time changes can build up in the genetic code of the virus and these new viral variations can be passed from person to person. Most of the time changes are small and they have little impact on the virus, but every so often a virus mutates in a way that benefits it, for example allowing it to spread more quickly and causes concern about changes in the way the virus might behave.

Nottingham City Council in partnership with Nottinghamshire County Council is preparing for possible surge testing (Operation Eagle), in order to rapidly contain the spread of variants of concern. The existing COVID-19 multi-agency response structure will be used as the basis for co-ordinating surge arrangements. This will likely entail mass testing of a defined geographic area with a population of approximately 10,000 people (aged 16 and over) tested within a 14 day timeframe. PCR testing will be used to enable positive cases to be sequenced for genome data to help understand the COVID-19 variant and its spread. Lateral Flow Device testing will stop in the affected area and enhanced contact tracing will be used for individuals testing positive with a variant of concern.

¹ This form of asymptomatic testing can help to identify cases, particularly in groups where the prevalence is high. The requirement for a confirmatory PCR test has temporarily been lifted, meaning that a positive LFD result triggers the national Test & Trace system and the requirement to isolate. The results of the lateral flow test can guide behaviour but the requirement for cases and contacts to isolate will only become compulsory on the basis of the confirmatory PCR.

A process has been established in Nottingham City Council's Customer Hub to ensure Operation Eagle cases can be prioritised. Amended scripts will be used for variants of concern and customer service advisors will attempt calls three times within a 24 hour period, with follow up from the Community Protection Team and Nottinghamshire Police.

Communications will be led by the NHS, supported by the local engagement and communication strategies, ensuring consistent messaging reaches the wider community.

A virtual practice Operation Eagle planning exercise has already taken place.

Business Grant Support

The City Council has been administering the allocation of support grants in order to support business affected by the restrictions. As a result 4,500 businesses have received business support grants managed by NCC, worth over £30m so far. Mandatory grants have also been paid to businesses in retail, leisure hospitality and accommodation with rates accounts.

Further grants have been paid to businesses severely impacted by recent restrictions under the ARG discretionary grant scheme – including supply chain businesses, events companies, businesses without rates accounts, taxi drivers, child minders, driving instructors, cultural organisations and other local businesses with high local employment, not sufficiently covered by the mandatory grants.

Recent data submitted to government (up to date to 24th Feb) indicates that Nottingham City is in the top 20% of local authorities making grant payments overall, and top 5% for payments under the discretionary scheme.

Food Support

Nottingham City Council has worked closely with a large group of community partners throughout the COVID-19 pandemic, to provide assistance and support for those in need of food and essential items. Building on the positive work to date from March 2020 through to September, the council has continued to assist those in need through the following ways:

- DEFRA Emergency Assistance Grant - £524,114 was awarded to the council to support food and essential supplies and the council has actioned the following in respect of food support
 - £60,000 awarded to FareShare to continue to support to community based organisations across Nottingham, with temporary membership and uplifted volumes of surplus food from October through to March 2021. Over 83 tons of food worth over £169,000 have been provided through this support, to participating organisations to help those most in need up to February so far (see attached Impact Report graphic)
 - £71,000 of free school meal voucher were distributed to those in need for the October half term.
 - £1,790 was used to provide food to citizens through the Extremely Clinically Vulnerable and eHealthscope lists.
 - £250,000 was distributed to around 50 community organisations through a funding pot and bidding process, to assist vulnerable residents with food or essential supplies.
- COVID Winter Grant Scheme - £1.414m was awarded to the council to support vulnerable people through the December to March period (now extended to 16th April 2021 with a further £492k of funding).
 - E Vouchers for FSM pupils, early years and some non-qualifying but vulnerable pupils were provided for the Christmas and February holiday periods, equating to c.£757,000 of funding for families with children.

- £500,000 was allocated to support other adults and families with and without children through 10,000 x £50 supermarket vouchers for food and essential supplies.
- £100,000 was allocated to support residents in financial hardship with their energy and utility bills through the council's Warm Homes Hub.
- A further £440,000 of funding from the extended phase will also now provide food for FSM and early years pupils over the Easter Holiday 2 weeks.

The council continues to provide support and assistance to any vulnerable residents as and when this need is identified.

Enforcement Activity

Nottingham City Council's regulatory response to Covid-19 has been led by Environmental Health Safer Business and CP Covid Response Teams. The City's program of Covid-19 compliance checks have sought to engage, educate, encourage and enforce business to comply. The multidisciplinary approach within Community Protection, has provide businesses with detailed information, assessed general compliance and maintained a presence so that compliance is sustained. The approach has had to be flexible and adapt to numerous changes in regulations and Covid-19 sector specific guidance, ensuring business are aware of their responsibly through different stages of the pandemic.

The response has included:

- 15 Covid regulations including amendments to interpret, communicated and enforce
- 855 related request for service from Citizens
- 2200 - Number business visits to check compliance
- 37 related legal notices issued (including fixed penalty notices, closure and improvement notices)
- 1375 fact sheets and posters delivered to businesses
- 25 outbreak investigations

The Covid Response Team have also ensured that vulnerable citizens have been supported throughout the pandemic and have helped stop the spread by supporting the NHS Test and Trace process and the use of asymptomatic testing sites. This has included:

- 5144 welfare visits to vulnerable citizens including the Clinically Extremely Vulnerable
- 1285 Test and Trace visits in support of the NHS Test and Trace Process
- 1170 Transport network patrols to advise on social distancing, capacity and the use of face coverings

Education and Reopening of Schools

September 2020 saw the wider return of all pupils to school and the education directorate worked throughout the summer holiday period to ensure that all city schools and academies had access to updated Health and Safety support for schools around risk assessments and Covid security, in order to welcome back pupils and staff. Very quickly it became apparent that as infections amongst pupils and staff emerged there would be the need for on-going advice and guidance about contact tracing of pupils and protocols for self-isolation. Through close working with Public Health colleagues measures were identified, communicated and constantly monitored, and regular supportive dialogue with school leaders initiated.

Critically as numbers of pupils having to return to remote/home working grew through the autumn term, the measures that had been established by Children's Social Care, Education directorate and schools during the first national lockdown to maintain a rigorous overview of vulnerable pupils, were maintained. All social workers had daily access to information that identified any children they held as cases, who were self – isolating, so they could be actively managed when absent from school.

The post -Christmas lockdown and return to the model of schools opening only for key worker children and vulnerable pupils meant that the protocols and monitoring established in March 2020 were reactivated, and proved to remain highly effective. Numbers of vulnerable pupils and pupils with Education Health and Care Plans increased significantly during this lockdown period. On average, the number of vulnerable children attending school increased by an average of 550 children daily or 219% compared to the March – July 2020 period.

Alongside the core activity of supporting schools to operate safely and ensuring access for children of key workers and vulnerable pupils there was considerable activity to support wider outcomes these included:

- Training and ongoing advice and guidance over the introduction of lateral flow testing for secondary and special schools.
- Liaison with Public Transport Strategy colleagues and public transport providers to manage Covid safe access to school for pupils.
- Training and support packages for return to education, mental health and wellbeing for staff and pupils – the local offer identified as national good practice by the Department for Education.
- Responded to 30% increase in children electively educated at home (i.e. parent/carer assuming full responsibility for education) and put support plans in place.
- Assessment and reviews of education, health and care plans for SEND pupils continue to be delivered on time.
- Virtual Designated Safeguarding Leads sessions delivered to largest numbers of attendees since programme commenced in 2016.
- Support to Early Years sector through daily information bulletins and training through “vodcasts” and online delivery.
- Maintained the onsite provision for refugee and asylum seeker children – who were also supplied with laptops and access to the internet
- Forest school and outdoor learning sessions delivered on school sites
- School swimming piloted school swimming sessions in a Covid secure way, so they are ready to go in the summer term.

Communicating the Tier System, Lockdown, Testing and Vaccinations

The communications priority since September has been to clearly communicate the Covid-19 restrictions as Nottingham moved through different stages of the Tier System over the autumn, into the latest lockdown that began in January. The work of the communications team have also been essential in boosted the reach of the NHS vaccination programme and promoting community testing. The main emphasis has been working in partnership with the NHS, Universities, LRF and County Council communications teams to ensure consistent messages across the city. Examples of the responsive and proactive approaches adopted include:

- Changing gears (Tier 2 to Tier 3 to Tier 4): Nottingham moved at short notice to Tier 2, then Tier 3 and finally Tier 4 restrictions between September and December. This required a rapid communication to make sure all stakeholders were informed, outdoor advertising for citizens and bespoke local assets were developed alongside national materials – in particular, the lack of a national FAQ document led to the development of FAQs in partnership with county and district councils.
- Lockdown in January: Promotion of the key behaviours and lockdown restrictions across all city channels, using a mix of national marketing materials and bespoke city council assets. Additionally this included translations in to different languages and working with community groups to create their own content.
- Vaccinations: Bespoke messages were developed to target the priority cohorts, for example carers, people who are clinically extremely vulnerable, and frontline health

and care staff. More than 20 case study videos with a diverse range of people were made promoting the vaccination to encourage uptake and promotion of 'pop-up' vaccination clinics in BAME communities where we know uptake is low or there is vaccine hesitancy.

Service Closures and Reinstatements

Many Council services stopped or were modified as a consequence of the first lockdown in March 2019. A reinstatement process was devised to ensure that when appropriate they could be returned in a safe manner. The process involved checks with numerous internal teams around matters such as health and safety, budgets, colleague and citizen welfare and the provision of appropriate PPE. Consultations were documented before approval was granted through CLT and Leadership. Service reinstatements were approved and took place over the summer/autumn 2020. Key learnings from this initial process included appropriate colleague and union engagement, risk assessment of BAME colleagues and implementation of mitigations to duties or working practices where appropriate, speed of decision making and new ways of working. These learnings informed subsequent process modifications that are in place and being used to chart a path out of the current lockdown.

Government has announced a 4 stage roadmap for easing restrictions of the (3rd) national lockdown on personal movement and the economy starting with the return of schools on 8th March 2021. Subsequent stages follow at "no earlier than" intervals which are subject to review and dependent upon coronavirus remaining under control. All restrictions are currently due to be lifted on 21st June. **Appendices A** provides a summary of the Government roadmap and it is upon this basis that service reinstatements are being reviewed.

A service reinstatement process was established last year and updated by CLT on 5th October 2020 and reaffirmed on 9th March 2021. Broadly:

- 1) The assurance process sets out that service reinstatement plans are checked against 4 key internal stakeholders: Health and Safety (including Trade Unions), HR, Property and Finance; and,
- 2) Reinstatement decisions are delegated to Corporate Directors with CLT and Leadership informed.

The Government Roadmap (**Appendices A**) now provides a broad timescale for bringing back on line any Council services that remain closed or partially suspended aligned to the four key step dates.

An exercise has been undertaken to establish at which of the four steps (in the Government Roadmap) currently suspended services would potentially be allowed to reopen and whether it is realistic or economic to do so.

A consolidated reinstatement programme capturing these results was agreed at CLT on 23rd March and a summary of the current programme is attached as **Appendices B**. Service reinstatements will proceed according to this programme, authorised by Corporate Directors and actioned via DLTs cognisant of the parallel and overlapping work being undertaken as part of the Workforce and Workplace Strategy (see below). It should be noted that Government guidance remains to 'work from home where you can' even after the 29th March and thus NCC are asking staff to continue working from home (where possible) until at least step 4 (21st June).

Prior to each future “step date”, CLT will receive a summary report updating it of progress against the programme and a plan for reinstatements scheduled in the next period. Prior to reinstatement the assurance process will be revisited to ensure current advice is captured and the reinstatement plans are populated across relevant departments. This assurance process involves 4 main pillars:

- 1) Health and Safety – including risk assessment advice for BAME and vulnerable colleagues and local and where not previously consulted central trade unions engagement via Health & Safety Panel
- 2) Property – to ensure buildings are reopened and operating in a safe and covid secure manner
- 3) Finance – to capture reopening costs including furlough
- 4) HR – on issues of staff welfare, furlough return etc.

Appendices C outlines the process in a flowchart in more detail and examples of the associated templates/documentation used as part of the governance and reassurance process are provided:

Appendices D: Business Case for Reopening

Appendices E: Risk Assessment

Appendices F: Equality Impact Assessment

Appendices G: Sign-off

The documents provided in Appendices D to G capture the necessary considerations across the 4 pillars outlined above along with additional consideration around personal protective equipment requirements and communications and marketing implications.

It is worth noting that all the services expected to restart at Step 1 (March) and Step 2 (April) were due to open in October 2020 and so are well versed and well prepared from an assurance perspective. Thus it is envisaged that only a light touch refresh will be necessary for those services to review/refresh their plans against the 4 pillars ahead of those arrangements being checked and signed-off by the relevant Corporate Director in accordance with the timeline permitted in the reinstatement programme. This refresh approach has also been endorsed by the Trade Unions at 3rd March meeting of Health & Safety Panel.

For those services anticipated to re-open, either partially or fully, under Steps 3 and 4 will undergo the full suite of risk assessments, equality and diversity impact assessments and furlough re-engagement plans will be completed. The results of which will be consulted upon, documented and ultimately signed off by Corp Directors in-line with the new streamlined process.

Workforce and Workplace Strategy - Returning to Workplaces

From the start of the first national lockdown in March 2020 government guidance has been ‘to work from home where you can’ so alongside the service closure and reinstatement process, NCC has had c.2600 employees working primarily from home for the whole year. Much of the technology was already in place to support home working via IT’s Flexibility Programme and the Smarter Working programme in 2019 laid the foundations of home and remote working in terms of ways of working and behaviours, with further development interventions added during 2020.

Equipment, such as chairs and monitors etc, has been loaned to employees to make home working more effective and safe, and a package of health and wellbeing support has been in place for home working colleagues. In addition, a process was put in place to protect and support any particularly vulnerable colleagues for whom it was better/safer to return to workplaces for individual reasons, with c.200 colleagues returning to the office. Going forward, a blend of home and office working is expected to be the 'new normal' and it is also worth noting that social distancing may still be required in some form for an extended period, meaning that occupancy levels in our workplaces will remain reduced.

Timeframes: The 'work from home where you can' guidance remains as part of the government's roadmap out of lockdown through all four steps up to **21 June 2021**. It is also dependent upon a review, promised prior to step 4, of social distancing and other measures put in place to limit Covid transmission. Therefore NCC will continue to request that colleagues work from home until at least this date at the earliest.

Concurrently, work to review how we use or dispose of councils buildings and where employees are based is also under way. Four new 'worker types' have been developed taking into account a desire to work more flexibly and to have a blend of home and office working, as follows:

- **Home:** permanent home worker with ad hoc visits to the workplace
- **Hybrid:** spends 30%-50% of their time in the workplace
- **Mobile:** is peripatetic and has limited need to visit the workplace
- **On site:** spends 100% of their time in the workplace to undertake their duties

Dialogue and engagement with senior leaders, the wider workforce and our Trade Union colleagues is underway and is looking to identify and find solutions to longer term issues and challenges that the change to how we work will present, as well as secure the benefits.

COVID Contain Framework and Next Steps

The Government recently published the revised Contain Framework setting out how national, regional & local partners should continue to work together to prevent, manage & contain outbreaks of COVID-19. It outlines key areas of responsibility for local authorities including ongoing surveillance, community testing, enhanced contact tracing, self-isolation support, and outbreak management. There are opportunities to expand on these, for example, contact tracing for targeted populations.

The emphasis will be on keeping capacity and capability under close review ensuring that response capacity is sustainable over the longer-term, and enables communities to live safely with the virus.

Local Authorities will receive a single funding payment for 2021/22. The level of funding is still to be confirmed but will be weighted to population, deprivation & mapped against areas of enduring transmission.

Next steps:

- Local Outbreak Plan has been refreshed and the draft submitted to regional PHE for feedback before finalisation
- Close monitoring of infection incident rates and national decision making
- Implementation of reinstatement process and reassurance procedure as set out above and in-line with the reinstatement programme (subject to decisions by relevant Corporate Directors).
- Continued monitoring of service to ensure reactive response to outbreaks and requirements for contact tracing where necessary

Easing of restrictions

STEP 1
8 March 29 March

EDUCATION
8 MARCH
• Schools and colleges open for all students
• Practical Higher Education courses

SOCIAL CONTACT
8 MARCH
• Exercise and recreation outdoors with household or one other person
• Household only indoors
29 MARCH
• Rule of 6 or two households outdoors
• Household only indoors

BUSINESS & ACTIVITIES
8 MARCH
• Wraparound care, including sport, for all children
29 MARCH
• Organised outdoor sport (children and adults)
• Outdoor sport and leisure facilities
• All outdoor children's activities
• Outdoor parent & child group (up to 15 parents)

TRAVEL
8 MARCH
• Stay at home
• No holidays
29 MARCH
• Minimise travel
• No holidays

EVENTS
• Funerals (30)
• Weddings and wakes (6)

STEP 2
No earlier than 12 April

At least 5 weeks after Step 1

EDUCATION
• As previous step

SOCIAL CONTACT
• Rule of 6 or two households outdoors
• Household only indoors

BUSINESS & ACTIVITIES
• All retail
• Personal care
• Libraries & community centres
• Most outdoor attractions
• Indoor leisure inc. gyms (individual use only)
• Self-contained accommodation
• All children's activities
• Outdoor hospitality
• Indoor parent & child groups (up to 15 parents)

TRAVEL
• Domestic overnight stays (household only)
• No international holidays

EVENTS
• Funerals (30)
• Weddings, wakes, receptions (15)
• Event pilots

STEP 3
No earlier than 17 May

At least 5 weeks after Step 2

EDUCATION
• As previous step

SOCIAL CONTACT
• Maximum 30 people outdoors
• Rule of 6 or two households indoors (subject to review)

BUSINESS & ACTIVITIES
• Indoor hospitality
• Indoor entertainment and attractions
• Organised indoor sport (adult)
• Remaining accommodation
• Remaining outdoor entertainment (including performances)

TRAVEL
• Domestic overnight stays
• International travel (subject to review)

EVENTS
• Most significant life events (30)
• Indoor events: 1,000 or 50%
• Outdoor seated events: 10,000 or 25%
• Outdoor other events: 4,000 or 50%

STEP 4
No earlier than 21 June

At least 5 weeks after Step 3

All subject to review

EDUCATION
• As previous step

SOCIAL CONTACT
• No legal limit

BUSINESS & ACTIVITIES
• Remaining businesses, including nightclubs

TRAVEL
• Domestic overnight stays
• International travel

EVENTS
• No legal limit on life events
• Larger events

Appendix B: NCC Service Reinstatement Programme by Government Roadmap Phase

Dept Service		Step 1: 29th Mar	Step 2: 12th April	Step 3: 17th May	Step 4: 21st June
Commercial and Ops	Museums Service		Grounds. Outdoor cafes. Non essential retail.	Fully open	
	Leisure Centres	Outdoor tennis	Indoor swimming <18, family bubbles and gym	Remaining swimming, group fitness, steam rooms	Indoor Events with spectators
	Markets		Non Essential Retail	Car Boots	
	Libraries		Click and collect and PC useage		Full browsing and events
	TRCH			Limited capacity performances	Increased capacity events with testing
	Events			Limited capacity outdoor events, 4,000 people max	Larger events subject to satisfactory pilots
	Parking Enforcement	Return to full service			
	Outdoor sports pitches & activities	Outdoor Sports restarts			Full service
	Indoor Parks Cafés and comm buildings		Café's outside seating opens. Comm pavilions closed.	Cafes indoor seating opens. Community pavilions open.	Full service
	Neighbourhood Management		Informal community engagement - max 6 people.	Outdoor events – max 30	Full service.
	Commercial Catering		Café's outside seating for groups of 6 or 2 households	Indoor seating open subject to customer footfall	Full service - subject to customer footfall
	Cemeteries & Crematoria				Full service
	Community Centres		Reopen subject to local management arrangements		

NCC Service Reinstatement By Roadmap Phase

Dept Service	Step 1: 29th Mar	Step 2: 12th April	Step 3: 17th May	Step 4: 21st June
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S & R	Registrar Service - Births, Deaths, Marriages Ceremonies		Wakes and receptions increased to 15 attendees	Wakes and receptions increased to 30 attendees	Full service
	Coroners Practice				Full service
	Devt & Change Team - Training		Practical First Aid Delivery - face to face delivery starts		Other face to face learning as appropriate
	Customer Hub				Full service depending on the future services operating model.

D & G	Property Services			Normal level of service to resumes, remote working.	Return to office depending on work place strategy
	Adaptations and Renewals Agency				Full service and return to office depending on work place strategy
	Travel Centre		Full service		
	Shopmobility Service		Full service		
	Tourist Info Centre		Full service. TIC not NCC staff, separate procedures.		

NCC Service Reinstatement By Roadmap Phase

Dept Service

Step 1: 29th Mar

Step 2: 12th April

Step 3: 17th May

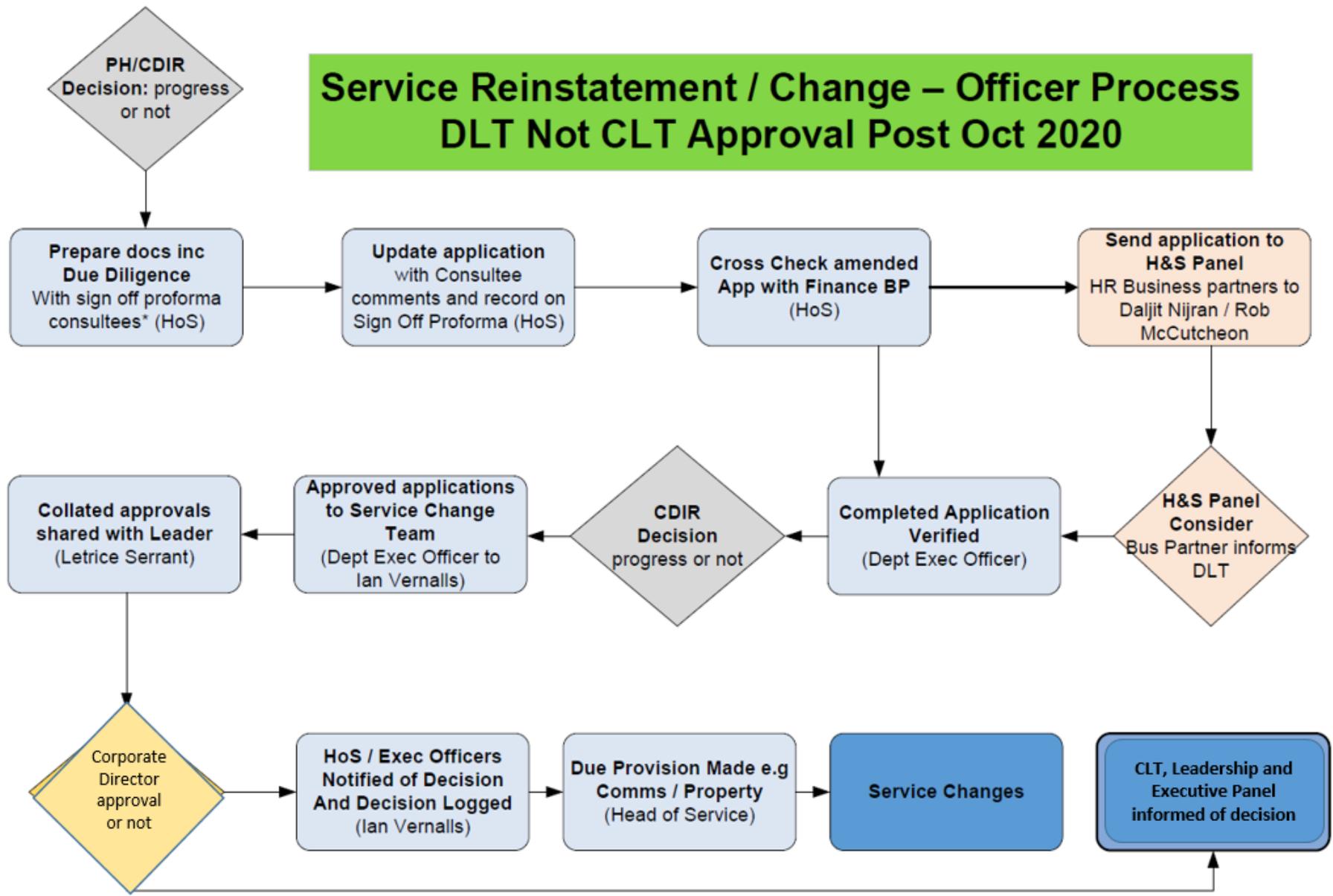
Step 4: 21st June

	Dept Service	Step 1: 29th Mar	Step 2: 12th April	Step 3: 17th May	Step 4: 21st June
Peoples	Learning Disability Day Services	Emergency respite continues			Full service
	Family and Community - Short Breaks	Early Help Children's Centre outdoor sessions with up to 15 people	Partnership use of Children's Centre buildings to be re-instated.	Full service	
	Play and youth	Small targeted groups by invite only max 6	Indoor / outdoor Bubble group for up to 15 people. Access to community buildings for service delivery,	Trips and visits introduced. Partnership delivery to commence, NFC & NCFC	Open Access provisions.
	College Street Centre		External Group Bookings - max 15		External Group Bookings
	Open Door Service	Emergency respite only continues			Full service
	SEND & Vulnerable Pupils	In school/remote continues			Full service
	Access to Learning	Home visits continue			Full service
	Education Partnerships		Colwick Park / Arches base if school visits approved		Full service
	School Swimming		School Swimming returns Summer Term 19th April		
	CAMHS			Support increases with availability of venues.	Full service
Day Centres	Emergency respite only continues			Full service	

NCC Service Reinstatement By Roadmap Phase

Appendix C: Reinstatement Process Flow Chart

Service Reinstatement / Change – Officer Process DLT Not CLT Approval Post Oct 2020





Supporting Information

In taking decisions about service reinstatement/changes we need to think hard about what we bring back, when and how

<i>During the crisis</i>	Things we started	End We've done these to respond to immediate demands, but they are specific to crisis, e.g.: <ul style="list-style-type: none"> • Delivering food parcels • 24/7 service for Rough Sleepers 	Amplify We've been able to try these and they've shown some promise, e.g.: <ul style="list-style-type: none"> • On-line delivery • Remote-working • Programmatic delivery • Car-free streets
	Things we stopped	Move away from We've been able to stop doing these things that were already or are now not fit for purpose, e.g.: <ul style="list-style-type: none"> • Marginal/risky capital projects 	Restart We've had to stop these things to focus on the crisis but they need to be restarted in some form, e.g.: <ul style="list-style-type: none"> • Highways work • Critical investment projects
		Things we should stop	Things we should start

As the crisis recedes

The above framework should be used to help shape decisions about service reinstatement and changes but they must be made in light of the overall financial position of the council. Opportunities to step service back up at reduced levels or with reduced costs must be taken wherever possible.

Supporting Information

NCC COVID-19 Service Reinstatement / Change – Business Case	
SERVICE AREA:	Head of Service: [REDACTED]
Team / Facility / Unit: Commercial Waste	Proposed date of change: 15/09/2020
<p>1. Why does this service need to be reinstated / change (e.g. updated government guidance, citizen need, ongoing income loss, no longer required)</p> <p>This proposal is to relocate 4 FTEs back into the Derwent Building who are currently working from home (same location of work before Covid) this building has remained open as a working office throughout and has now been assessed by facilities management (in line with our office risk assessment) and adhering to all measures implemented.</p> <p>Date of return 15/09/2020</p> <p>In line with the government guidelines many businesses are starting to return to a level of pre-Covid operation meaning that the level of business being transacted and the likely amount of waste being created is noticeably increasing, resulting in an increased volume calls and service amendments being made on a daily basis.</p> <p>Due to the demand and the collective working required when processing over 7,000 invoices and other service functions it is critical that these colleagues work collaboratively in one office, supporting daily alterations with aligning operational assurance to customers within the East Midlands.</p> <p>To protect income into the council due to the way we process our invoicing (in advance) we need to raise credits and reissue invoices at the point of contact with the customer, otherwise our workload and cost to process after this time increases the risk of bad debt and loss of income.</p>	

Supporting Information

The likelihood of impact on the mental health of those colleague's within this team who are already office based is high if additional colleagues are not brought back to work in the office environment.

2. Can we ensure that citizens are kept safe and protected, particularly the most vulnerable?

The service has continued to operate during the COVID-19 lockdown period. We have not closed for business and the office in which the colleagues are returning to is covid safe and in line with all measures FM have inserted and our risk assessment and any BAME assessments.

Citizens do not access this office environment.

3. How did operating model differ under lockdown (e.g. service closed, service reduction, working from home, increased online access)?

Colleagues were able to process customer amendments immediately after lockdown from home and were doing this until 1st May when a number were furloughed as the volume of calls/emails had decreased to a level whereby they could be handled by fewer colleagues and services have been suspended.

Please note that the suspension process on AMCS, the bespoke system used by Commercial Waste, does not automatically stop invoicing and therefore an individual credit note has to be raised for each customer and site.

As highlighted the quality control required when processing 7,000 invoices requires collective working and other significant functions around can be accomplished, given the delay due to the pandemic of invoicing the Council and colleagues need to ensure bad debt is managed.

Supporting Information

- 4. What are the financial implications of easing lockdown (e.g. increased costs through social distancing or PPE use, loss of income, reduced staffing, reduced operating costs e.g. building/operating costs, if income generating will reinstating/changing more than cover costs)?

The Commercial Waste business is a significant annual turnover operation (circa £7.5M). As a result of the Covid-19 pandemic there is a forecast net loss of c£1m (per period 4 forecasting).

The staff are required to return to manage the monthly billing and income collection processes. Without staff, returning to the office there is a significant risk that cash flow will be severely impacted and bad debt will increase if invoices and credits do not match the service being provided. In turn, this may have an adverse impact in customer confidence and may lead to the customer base shrinking.

The return to the workplace of these staff may result in marginal increases in cleaning costs to ensure that the workplace is covid secure. The cost of this is significantly outweighed by the potential loss of income that may arise as a result of Commercial Waste back-office functions not being carried out.

██████████ – Commercial Business Partner 04/09/2020

Also supporting is the data below as of 28/08/2020

- 7 day average levels of deaths have dropped from a peak of 973 to 6.4 (99.3% drop)
- Hospital admissions have gone from 19872 to 767 (96% drop)
- Those on ventilators have gone from 3301 to 64 (98% drop)

Note all stats are within UK from gov.uk website

Supporting Information

5. What was the impact on staffing levels during lockdown (e.g. full/partial homeworking, furlough, staff diverted to other duties)?

5.1 What is the total fte of the team, how many are affected by this proposal?

Back office/ Sales team – total 14

Currently furloughed 0

This proposal is to bring 4FTEs back into the Derwent building on 15/09/2020

6. How will service reinstatement/change differ from the pre-lockdown operating model?

Currently testing V8.2 of AMCS which includes online booking facility, this has previously been delayed due to integration issues with Oracle Fusion, potential go live date 01/10/2020 subject to colleague availability – this has been delayed from 01/07/2020

7. What are the options for providing at reduced cost? (e.g. reduced/cut service level, digital opportunities, alternative provider)

Waste is very much a frontline service and the business has seen significant growth over many years with a significant revenue return to NCC.

Supporting Information

As our customers (Nottingham/Derby businesses) return to open and invite trade we have an opportunity to review collected weights and model potential round changes to generate savings. This has already been done in the short term with work being transferred across to alternative crews and Commercial waste vehicles, drivers and collection crews transferred to support the domestic operation.

We have seen a lot of businesses return to normal opening hours and despite is the volume of waste being disposed of reducing we still require to send an invoice to be paid, thus this service provision remains consistent.

Appendix E: Example Risk Assessment Pro forma used as part of the Service Reinstatement Reassurance Process

RA CW DB-02 Covid-19 Derwent Building |

LOCATION:	Office based operations for Name of Staff Member	DEPARTMENT:	Commercial & Operations	SERVICE AREA:	Neighbourhood Services	TEAM:	Commercial Waste
WHO IS AFFECTED BY THE RISKS? (e.g. employees, members of the public, tenants, contractors, trainees etc.)			Commercial Waste – The Derwent Building				
HOW MANY ARE AFFECTED? (e.g. one person, 2-5, 6- 10, 11-50, 51-100)			1-10		ASSESSMENT DATE:	04/09/2020	
Before completing this Risk Assessment template, Managers must understand the requirements identified within the Corporate Safety Manual - <i>Safety Policy & Arrangements - 'Risk Assessment'</i>							

This risk assessment has been completed using the latest PHE advice. This is reviewed daily and any work needs to be undertaken in line with that guidance, irrespective of this assessment.

The latest PHE guidance is available using the following link and must be referred to on a daily basis prior to the commencement of work.

<https://www.gov.uk/government/Citizenations/guidance-to-employers-and-businesses-about-covid-19>

ACTIVITY / AREA OF ASSESSMENT	HAZARD/S	EXISTING CONTROL MEASURES	RISK RATING SEVERITY (S) x LIKELIHOOD (L)			ADDITIONAL CONTROL MEASURES REQUIRED TO REDUCE THE RISK	ADDITIONAL ACTIONS ASSIGNED TO AND DATE TO BE COMPLETED	
			S	L	RR		Name	Date
See reverse side for explanation of risk assessment, activity / area of assessment, hazard, risk, control measures, severity, likelihood, risk rating.								
Working in office environment	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>Only essential work to be conducted in the office that can't be done at home</p> <p>Office staff must not attend the office without prior agreement from the Service Manager or Team Leader.</p> <p>Insert office flow marked out identify pinch points and desks to be used and not used to ensure compliance.</p> <p>Clear desk policy and wipe down all equipment at start and finish off use Sanitizer at entrance and exit to building/office.</p>	2	1	2			

If staff report sickness and it is suspected to be Covid 19	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>if symptoms are displayed you must not come into work for a period of 14 days</p> <p>Individuals identified in the extremely vulnerable category (or live with someone in that category) and have received a letter from NHS telling them to start shielding should do so for 12 weeks and not be at work</p> <p>Individuals who are in the vulnerable category, or are living with someone that is, may continue but will require an individual risk assessment that identifies sufficient self-isolation measures at work</p>	2	1	2			
Additional BAME measures	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>Any additional measures identified by BAME to be listed here</p> <ul style="list-style-type: none"> Individual RA has been done 	2	1	2			
Changes in the environment	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>No hot-desking, desks must be more 2m apart (or coherent with any government guidelines when appropriate change transpires) and no one sitting face to face. Desks and equipment should be wiped with 70% or more alcohol wipe.</p> <p>PPE must be disposed of in black bin liners and double bagged and disposed in the designated bins.</p> <p>PPE will be allocated to each team members who will have responsibility for storing this in own pedestals and seek replacements as required from Line manager.</p> <p>(Waste have stocks of wipes, hand sanitiser etc)</p>	2	1	2			

Equipment usage	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>Staff to sanitise personal equipment such as Keyboards, Mouse, Desk, Phones etc.</p> <p>Stationery items must be only used by the one person and not shared.</p> <p>Employees will adhere to FM assessment of the of the Derwent Building to ensure staff maintain social distancing.</p> <p>Line managers to supervise this function</p>	2	1	2			
Movement around the office	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>Staff to maintain social distancing with colleagues within the office or when accessing welfare facilities</p> <p>Use disinfectant/alcohol wipes 70% or more to clean contact points on office equipment (such as Keyboards, photocopiers, screens & telephones)</p> <p>Regular, thorough use of handwashing facilities particularly prior to and after eating, drinking, smoking. Hands must be washed/Antibacterial used, after removing gloves and before putting them on if worn.</p>	2	1	2			
Visitors to office	Transmission of Covid-19 virus between named individual public, NCC Colleagues.	<p>Staff to maintain social distancing when they have:</p> <ul style="list-style-type: none"> • Contact with a colleague that may visit the office • Need to leave the office for any reason • When moving around the office 	2	1	2			
Working locations	Transmission of Covid-19 virus between named individual NCC Colleagues.	Staff to work at designated desk only to ensure no cross contamination and maintain social distancing when seated at their desk	2	1	2			

Travel Arrangement	Public transport	Staff will be allowed to alter their working hours to accommodate them to travel during times when public transport demand is low. Staff will also when required be able to reduce their working day to support them to travel to and from home when public transport demand is low.	2	1	2			
Movement around the Depot	Lunch breaks	Staff will be reminded daily before their breaks of the need to maintain social distancing with other people. Ensure after their breaks <u>they</u> handwashing particularly prior to and after eating, drinking, smoking.	2	1	2			
Undertaking essential Office duties.	Other hazards associated with Office duties(e.g. DSE, manual handling, slips, trips & falls)	For all other hazards associated with Office duties see the current range of risk assessments and safe operating procedures on SharePoint	2	1	2			

Use the tab button to add extra rows (each new activity or area of assessment must be on a new row). This will make the assessment easier to view and understand

ASSESSOR (please print):	██████████	SIGNED:	Not signed due to <u>Covid 19</u>	DATE:	04/09/20				
MANAGER (please print):	██████████	SIGNED:	Not signed due to <u>Covid 19</u>	DATE:	04/09/20				
DATE ACTION TO BE COMPLETED BY:	8 July 2020	DATE COMPLETED:	04/09/2020						
LINE MANAGER'S COMMENTS / ACTIONS:			IS THERE PROOF THIS ASSESSMENT HAS BEEN COMMUNICATED TO ALL AFFECTED COLLEAGUES		<table border="1"> <tr> <td>YES</td> <td>NO</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	YES	NO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
YES	NO								
<input checked="" type="checkbox"/>	<input type="checkbox"/>								

Managers Note. Until this document is signed and dated by the 'Assessor' and 'Manager', it is not compliant with the policies identified within the Corporate Safety Manual

Risk Assessment

This assessment must be completed in line with the requirements identified within the Corporate Safety Manual, [Safety Policy & Arrangements – 'Risk Assessment'](#)

The purpose of carrying out risk assessments is to identify those activities where action needs to be taken to improve existing control measures (or introduce new ones) in order to eliminate accidents at work (or as a result of work being carried out on behalf of the City Council) which result in personal injury or ill health. Please note that written assessment of significant risks in the workplace are required by law - ref. the Management of Health and Safety at Work Regulations 1999 (Regulation 3).

There is no need to repeat earlier risk assessments such as manual handling, COSHH, etc., but they should be referred to in this general risk assessment.

Standard Risk Assessment Definitions

- **Activity** - is identified as the type of work being carried out in the working environment. e.g. using a piece of electrical equipment.
- **Hazard** - is the *potential* to cause harm. e.g. an electric shock from using electrical equipment.
- **Control Measures** - are the actions taken to prevent harm (e.g. an electric shock) as a result of using electrical equipment - such as regular visual inspections to ensure there is no damage to the cable or the plug, making sure the cable is gripped correctly, making sure the right fuse is fitted, making sure sockets are not overloaded, arranging for an annual check by a 'competent' person (i.e. a qualified electrician) etc. Control Measures include such areas as training supervision, instruction, information, safe systems of work, proper maintenance procedures, as well as physical measures such as guard rails (to prevent falls), barriers (to prevent access to hazardous areas), guarding of machinery, etc.
- **Risk** - is the likelihood that harm will occur, after the control measures have been carried out.
- **Severity (S)** - rated as follows:
 - **MAJOR** i.e. fatality or specified injury as defined by RIDDOR 2013 (e.g. a fracture). = **FACTOR 3**
 - **MODERATE** i.e. 'over 7 day' injury - ref. RIDDOR 2013. = **FACTOR 2**
 - **SLIGHT** i.e. injuries where persons may be off work for less than 7 days (or not at all). = **FACTOR 1**
- **Likelihood (L)** - rated as follows:
 - **LIKELY** i.e. could happen anytime. = **FACTOR 3**
 - **POSSIBLE** i.e. might happen sometimes. = **FACTOR 2**
 - **UNLIKELY** i.e. where harm is unlikely to occur. = **FACTOR 1**
- **Risk Rating (RR)** - is a means of 'measuring' the risk by multiplying the *severity* by the *likelihood* e.g. a *severity* factor 'MODERATE' with a *likelihood* factor 'POSSIBLE' would give a risk rating of 2 x 2 which, of course, gives a 'score' of 4.
- **Additional Control Measures** – is what further action could be implemented to further mitigate the risk. If an action is identified, who will do this action and the time frame for implementation will also need to be identified.
- **Risk Rating**
 - from 6 - 9 requires **IMMEDIATE** action to achieve a reduction in risk.
 - from 3 - 4 requires action **AS SOON AS POSSIBLE**.
 - from 1 - 2 may be considered acceptable (although action may be possible to reduce the risk even further can be considered).

Simple Risk Matrix			
	Consequences		
Likelihood	Minor	Moderate	Major
Likely	Yellow	Red	Dark Red
Possible	Light Green	Yellow	Orange
Unlikely	Light Green	Light Green	Yellow

Risk Treatment Key	
Dark Red	Intolerable Risk Level. Immediate action required
Yellow	Tolerable Risk Level. Risks must be reduced so far as is practicable.
Light Green	Broadly Acceptable Risk Level. Monitor and further reduce where practicable.

Advice on carrying out risk assessments is available from Corporate Safety Advice

Appendix F: Example Equality Impact Assessment pro forma used as part of the Service Reinstatement Reassurance Process

Covid-19 Phasing Staff Back into work – EDI Considerations Checklist

Manager	[REDACTED]
Director:	[REDACTED] ad
Department:	Neighbourhood Service
Service Area:	Commercial Waste
Contact details:	[REDACTED]
Service being re-instated	Commercial Waste back office employees
Proposed date of re-instatement	15 September 2020
Date	04 September 2020

If you are making a change to your service delivery, policies or practices you are required to complete an [Equality Impact Assessment](#).

If your service delivery is going to remain the same but you are putting measures in place in response to Covid-19 completing this checklist is sufficient.

Equality, Diversity and Inclusion considerations

In addition to health and well-being, managers should bear in mind the importance of diversity and inclusion in any decisions or plans made to phase staff back to work.

To foster an inclusive working environment, we should acknowledge that Covid-19 situation has affected people in different ways and we must take account of the different experiences people have had during the pandemic.

- Research suggests that some protected groups are more likely to experience adverse impact of Covid-19, e.g. those from a Black, Asian or minority ethnic (BAME) background. Managers are encouraged to assess and identify higher risk employees and take steps to support them during this time
- Staff who have childcare or other caring responsibilities may not be able to return as quickly to 'normal', especially if their children are not in the years returning to school.
- Being aware that employees with a disability who had reasonable adjustments in the workplace may need these re-assessing before returning
- Staff who may not previously had a mental health condition may have experienced mental health challenges and need support to help them overcome any barriers to return to work and fulfil their role

The groups of staff that consist in my team that are being re-instated are:

	Number
Gender	
Men	[REDACTED]
Women	[REDACTED]
Trans	[REDACTED]
Ethnicity	
BAME (Black, Asian and minority ethnic)	[REDACTED]
White British	[REDACTED]
Disabled	
Disabled	[REDACTED]
Not Disabled	[REDACTED]
Sexual Orientation	
LGB	[REDACTED]
Heterosexual	[REDACTED]
Pregnancy/ Maternity	
Religion, belief	
People of different faiths/ beliefs and those with none.	[REDACTED]
Age	
Upto 24	[REDACTED]
25 to 34	[REDACTED]
35 to 44	[REDACTED]
45 to 54	[REDACTED]
55 to 64	[REDACTED]
65 and over	[REDACTED]

I have completed a team risk assessment

Where required I have completed an individual risk assessment

Staff are aware of the support they can access from NCC ✓



A summary of key impact of Covid-19 and actions in my team:

Please note this is not a service resumption as Commercial Waste have continued to operate since the COVID-19 restrictions were put in place, but we are now seeing an increased number of businesses contact us to resume service, in line with the latest government guidelines for non-essential businesses to return. This change implication requires the 4 FTEs returning from working from home to be relocated back into the office environment and adhering to the appropriate risk assessments or individual measures put in place.

Due to the way we process our invoicing (in advance), these staff must be back at work by 15/09/2020, If we miss this opportunity to process and make the required alterations at the point of contact, our workload and cost to process after and provide credit notes would cost more money along with the added risk of increasing our bad debt provision.

Required staff as below:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



CORPORATE DIRECTOR SIGN OFF

NCC COVID-19 Service Reinstatement / Change - Corporate Director Sign Off	
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SERVICE AREA Commercial & Operations	[REDACTED]
Team / Facility / Unit Commercial Waste Services	Proposed date of change 15/09/2020

Required documentation		TICK
Supporting information template		
Risk Assessment	Risk assessment completed and consulted/worked on with [REDACTED]	04/09/2020
EIA / EDI Checklist	Completed	03/09/2020

Essentials Protocols Agreed With	Comments / Issues	DATE
Property & Building Services	Property have no significant issues with the reinstatement of these staff, in principle and a RA has been carried out. Currently Derwent has capacity for these staff to return to the workplace. This will need to be monitored and liaison continue with other building service users, should there be demand from other services to return staff to the office and utilise this building.	11/09/2020
Finance	Corporate Finance Team engaged, adverse financial implications of distributing incorrect invoices and if we do not invoice at all	04/09/2020
HR	HR engaged through process and supported, including EDI Checklist	04/09/2020
IT	Agreed, implemented and supported via IT	03/09/2020
Communications and Marketing	Supported by Corporate Comms Team for marketing advertisement and communications	04/09/2020
Corporate Health & Safety	Agreed methodology of working within the Derwent in line with guidance, consulted with [REDACTED]	20/08/2020
Use of PPE in line with national guidance	Extra Covid PPE will be in place and be purchased via NNC local hubs. Standard PEE is agreed with TUs and aligned to risk assessments	20/08/2020

CORPORATE DIRECTOR SIGN OFF

Procurement of PPE	As above	20/08/2020
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Consultation complete	Comments / Issues	DATE
Portfolio Holder	Sally Longford	04/09/2020
Local Trade Union reps	Local reps emailed 09/09/20, with one reply – Read through this and all seems well from my view. [REDACTED] full-time reps engaged on 10/09/2020 – GMB, communicated their apologies. Discussed risk assessment , [REDACTED] requested more time	11/09/2020
Central Panel		

DIRECTOR

NAME: [REDACTED]	SIGNATURE: [REDACTED]
DATE: 04/09/2020	

CORPORATE DIRECTOR

NAME:	SIGNATURE:
DATE:	

CONTACTS

CONTACTS	
Property & Building Services	
Finance	
HR	
IT	
Communications and Marketing	
Corporate Health & Safety	
Use of Covid specific PPE in line with national guidance	
Procurement of Covid specific PPE	

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**Overview and Scrutiny Committee
7 April 2021**

Scrutiny of the Portfolio Holder for Leisure, Culture and Information Technology

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To hear from the Portfolio Holder for Leisure, Culture and IT on his main priorities and challenges during the 2020/21 municipal year, including Council Plan performance.

2 Action required

- 2.1 To use the information received at the meeting from Councillor Dave Trimble, Portfolio Holder for Leisure, Culture and IT, to inform questioning and identify potential areas for future scrutiny.

3 Background information

- 3.1 The key responsibilities for the Portfolio Holder for Leisure, Culture and IT are:

Leisure and Culture:

Parks, allotments and open spaces and playgrounds

Street Parks (Play Zones)

Leisure Centres

Museums and Heritage Sites

Libraries, Arts and Events, Museums, Theatres and Sport

Lead on arms-length venues – Ice Arena, Playhouse, Theatre Royal, Royal Centre

Nature Conservation – operational

Tourism

Place Marketing Organisation

Markets, Fairs and Toilets

Cemeteries and Crematoriums

Digital Inclusion and IT

Information Management and Assurance

International and European Links

- 3.2 On 11 November 2019 the Council Plan was approved by full Council, and guides the Council's services and approach to support the delivery of its key priorities for the city until May 2023 (<https://www.nottinghamcity.gov.uk/media/2215620/nccplan19-web.pdf>).

- 3.3 It includes five key objectives:

- Build or buy 1,000 Council or social homes for rent
- Create 15,000 new jobs for Nottingham people
- Build a new Central Library, making it the best children's library in the UK
- Cut crime, and reduce anti-social behaviour by a quarter

- Ensure Nottingham is the cleanest big city in England and keep neighbourhoods as clean as the city centre.

3.4 In addition, a total of 185 pledges are included under five key headings:

- Nottingham People – support for children, young people, students, families, older people, education and health
- Living in Nottingham – making Nottingham clean and green, improving transport, housing and providing opportunities
- Growing Nottingham – developing neighbourhoods and the city centre, creating jobs and training opportunities and supporting businesses and inward investment
- Respect for Nottingham – tackling crime and anti-social behaviour and supporting strong local communities
- Serving Nottingham better – improving council services and promoting equality.

3.5 Councillor Dave Trimble will attend the meeting to discuss the progress of his key priorities and challenges during the 2020/21 municipal year, and performance against key elements of the Council Plan that he is responsible for.

4 List of attached information

4.1 None.

5 Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6 Published documents referred to in compiling this report

6.1 Council Plan 2019-23.

7 Wards affected

7.1 All.

8 Contact information

8.1 Kim Pocock
Scrutiny Officer
0115 8764321
kim.pocock@nottinghamcity.gov.uk

**Overview and Scrutiny Committee
7 April 2021**

Work Programme

Report of the Head of Legal and Governance

1. Purpose

- 1.1 To consider the Committee's work programme for 2021/22 based on areas of work identified by the Committee at previous meetings and any further suggestions from individual members of the Committee.

2. Action required

- 2.1 The Committee is asked to consider, in the light of work already carried out and potential new topics suggested, what it would like to include in its work programme for the municipal year 2021/22.

3. Background information

- 3.1 The purpose of the Overview and Scrutiny Committee is to ensure all statutory and other roles and responsibilities are fulfilled to the required standard, covering review and development of key strategic issues, policies and strategies relevant to Nottingham and its residents, and adding value through the examination of issues of local importance and concern.
- 3.2 The Committee is responsible for setting and managing its own work programme to fulfil this role.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. Changes and/or additions to the work programme will need to take account of the resources available to the Committee.
- 3.5 A list of items which the Committee may wish to consider for its work programme for the new municipal year 2021/22 is included at Appendix 1.

4. List of attached information

- 4.1 Appendix 1 Overview and Scrutiny Committee 2020/21 Work Programme (for information)
Appendix 2 Suggested topics for Work Programme 2021/22

5. Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None

6. Published documents referred to in compiling this report

6.1 Reports to and minutes of all Overview and Scrutiny Committee meetings held during 2020/21.

7. Wards affected

7.1 All

8. Contact information

8.1 Kim Pocock, Scrutiny Officer
Tel: 0115 8764321
Email: kim.pocock@nottinghamcity.gov.uk

Overview and Scrutiny Committee Work Programme 2020-21

Date	Items
5 August 2020	<ul style="list-style-type: none"> • Council Budget 2020-21
9 September 2020	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Energy, Environment and Democratic Services • Covid-19 Pandemic – The Impact on Nottingham City Council • Citizen Satisfaction Survey Recommendation Update
7 October 2020	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Communities, Highways and Strategic Transport • Scrutiny of the Portfolio Holder Health, HR and Equalities (HR and Equalities elements only) • Tackling inequalities
4 November 2020	<ul style="list-style-type: none"> • Scrutiny of the Leader/Portfolio Holder for Regeneration, Schools and Communications (Regeneration and Communications elements only) • Crime and Drugs Partnership • Universal Credit Implementation Update
9 December 2020	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Adult Care and Local Transport (Local Transport element only) • Highways England – Clifton Bridge • Flooding • Update on the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy
6 January 2021	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Finance, Growth and the City Centre • Economy Building
3 February 2021	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Employment and Community Protection • Electoral Registration • Update on the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy • Non-Statutory Review/ Recovery and Improvement Plan
3 March 2021	<ul style="list-style-type: none"> • Scrutiny of the Portfolio Holder for Housing, Planning and Heritage • Section 106 Contributions
7 April 2021	<ul style="list-style-type: none"> • Update on the Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy and the Non-Statutory Review • Covid-19 Pandemic – Nottingham City Council Service Closures and Reinstatements • Scrutiny of the Portfolio Holder for Leisure, Culture and IT

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**Overview and Scrutiny Committee Work Programme 2021-22
Items Proposed for 2021/22**

Continuation from 2020/21

Item	Focus	Purpose for scrutiny/ outcome desired/ potential impact of scrutinising this issue
1. Action Plan in response to the Report in the Public Interest on Nottingham City Council's governance arrangements for Robin Hood Energy	To be agreed	
2. Non-Statutory Review/ Recovery and Improvement Plan	To be agreed	
3. Nottingham City Council's Response to and Recovery from the impact of Covid 19	Return of the workforce to the workplace?	
4. Section 106	To be agreed if further scrutiny is considered necessary	

Standard items for 2021/22

Item	Focus	Purpose for scrutiny/ outcome desired/ potential impact of scrutinising this issue
5. Presentations from Portfolio Holders	To be agreed Which portfolio holders would it be most relevant to invite and what should be the focus?	
6. Crime and Drugs Partnership	Update on CDP Plan and/ or themed approach, ie looking in more detail at a specific issue over more than one meeting, eg, ASB (including domestic violence, neighbourhood disputes) and impact on community policing and protection	
7. Budget/ Medium Term Financial Plan	Focus to be agreed	

Suggested topics for 2021/22

Item	Focus	Purpose for scrutiny/ outcome desired/ potential impact of scrutinising this issue
8. The Council's Commercial Ventures	Focus to be agreed	
9. Employment Services in the City	To consider information on how services work together, the resources available and their effectiveness	
10. Student Accommodation	To consider information on whether the number of developments meet demand and free up family housing	
11. Planning Enforcement	To consider information on the effectiveness of the Planning Enforcement process	

12. Heritage Panel	Focus to be agreed	
13. Fire Prevention and Safety	To consider information from the Nottinghamshire Fire and Rescue Service on the work they do on fire prevention and safety	
14. Digital Access of Nottingham Households	Referral from CYSPC – To look at current digital access across the City; how this impacts on access to services particularly given the likelihood that there will be continued emphasis on virtual/ online provision for foreseeable future; and what can be done to address these issues.	
15. Street Scene	To explore the split of responsibilities between residents and the Council and to examine the appropriate deployment of Council resources.	

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