

# Overview and Scrutiny Committee

7<sup>th</sup> 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.

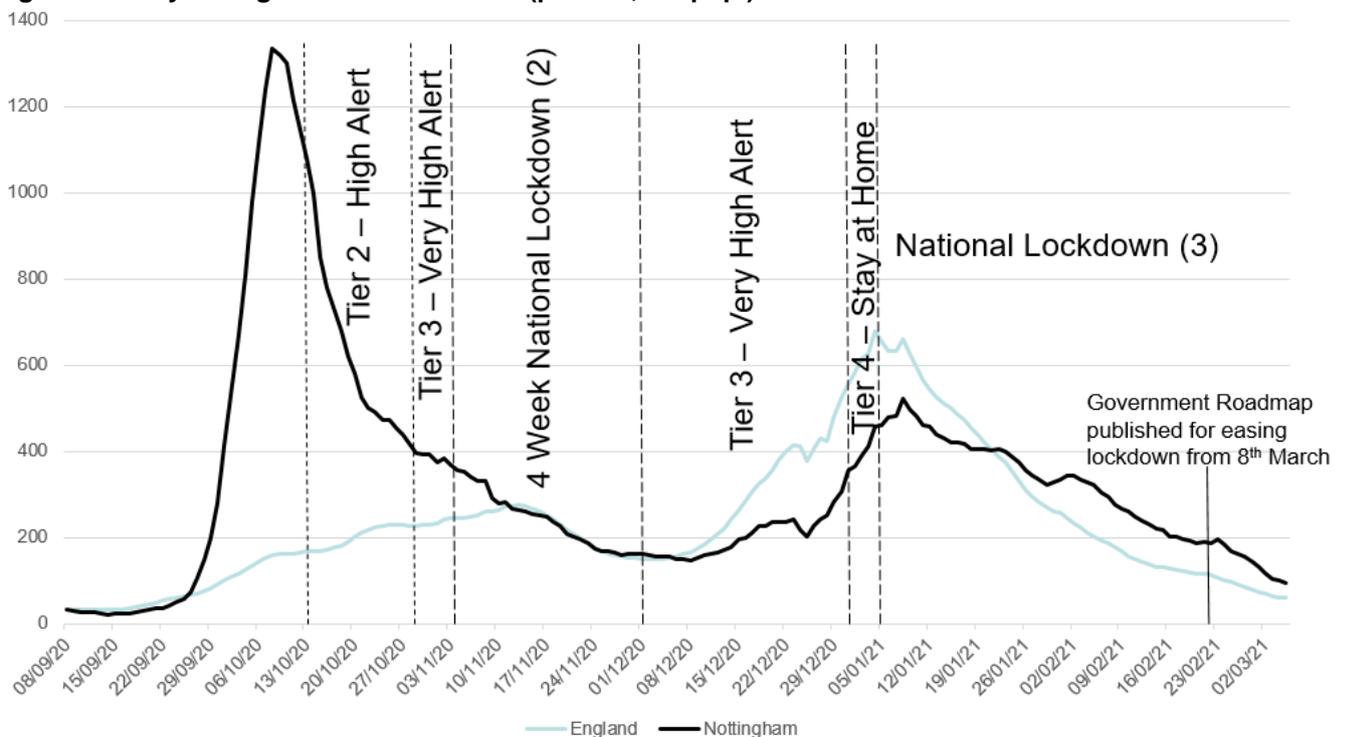
### Update on Covid Response since September 2020

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 (11<sup>th</sup> 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 23<sup>rd</sup> March, on 17<sup>th</sup> 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 Centre<sup>1</sup>

### **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.

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<sup>1</sup> 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 administrating 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 24<sup>th</sup> 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 16<sup>th</sup> 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 5<sup>th</sup> October 2020 and reaffirmed on 9<sup>th</sup> 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 23<sup>rd</sup> 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 29<sup>th</sup> March and thus NCC are asking staff to continue working from home (where possible) until at least step 4 (21<sup>st</sup> 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 3<sup>rd</sup> 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

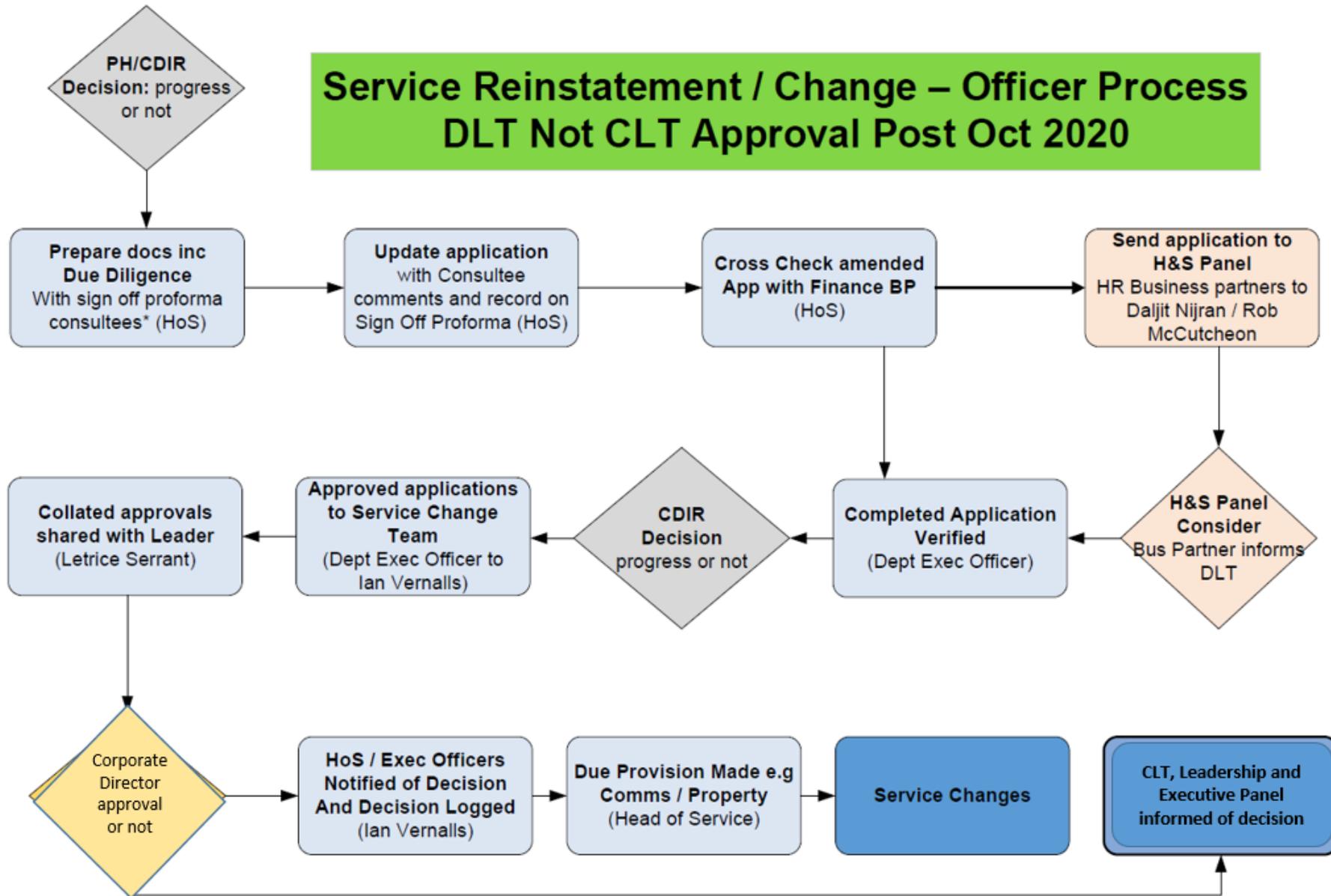
Dept Service		Step 1: 29th Mar	Step 2: 12th April	Step 3: 17th May	Step 4: 21st June
S & R	Registrar Service - Births, Deaths, Marriages Ceremonies		Wakes and receptions increased to 15 attendees	Wakes and receptions increased to 30 attendees	Full service
	Coroners Practice				Full service
	Devt & Change 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
Peoples	<b>Learning Disability Day Services</b>	Emergency respite continues			Full service
	<b>Family and Community - Short Breaks</b>	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	
	<b>Play and youth</b>	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.
	<b>College Street Centre</b>		External Group Bookings - max 15		External Group Bookings
	<b>Open Door Service</b>	Emergency respite only continues			Full service
	<b>SEND &amp; Vulnerable Pupils</b>	In school/remote continues			Full service
	<b>Access to Learning</b>	Home visits continue			Full service
	<b>Education Partnerships</b>		Colwick Park / Arches base if school visits approved		Full service
	<b>School Swimming</b>		School Swimming returns Summer Term 19th April		
	<b>CAMHS</b>			Support increases with availability of venues.	Full service
<b>Day Centres</b>	Emergency respite only continues			Full service	

**NCC Service Reinstatement By Roadmap Phase**

Appendix C: Reinstatement Process Flow Chart





## 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	<b>End</b> We've done these to respond to immediate demands, but they are specific to crisis, e.g.: <ul style="list-style-type: none"> <li>• Delivering food parcels</li> <li>• 24/7 service for Rough Sleepers</li> </ul>	<b>Amplify</b> We've been able to try these and they've shown some promise, e.g.: <ul style="list-style-type: none"> <li>• On-line delivery</li> <li>• Remote-working</li> <li>• Programmatic delivery</li> <li>• Car-free streets</li> </ul>
	Things we stopped	<b>Move away from</b> 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"> <li>• Marginal/risky capital projects</li> </ul>	<b>Restart</b> 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"> <li>• Highways work</li> <li>• Critical investment projects</li> </ul>
		Things we should stop	Things we should start
<i>As the crisis recedes</i>			

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

<b>NCC COVID-19 Service Reinstatement / Change – Business Case</b>	
<b>SERVICE AREA:</b>	<b>Head of Service:</b> [REDACTED]
<b>Team / Facility / Unit:</b> <b>Commercial Waste</b>	<b>Proposed date of change:</b> <b>15/09/2020</b>
<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 1<sup>st</sup> 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

<b>LOCATION:</b>	Office based operations for Name of Staff Member	<b>DEPARTMENT:</b>	Commercial & Operations	<b>SERVICE AREA:</b>	Neighbourhood Services	<b>TEAM:</b>	Commercial Waste
<b>WHO IS AFFECTED BY THE RISKS?</b> (e.g. employees, members of the public, tenants, contractors, trainees etc.)			Commercial Waste – The Derwent Building				
<b>HOW MANY ARE AFFECTED?</b> (e.g. one person, 2-5, 6- 10, 11-50, 51-100)			1-10		<b>ASSESSMENT DATE:</b>	04/09/2020	
Before completing this Risk Assessment template, Managers must understand the requirements identified within the Corporate Safety Manual - <i>Safety Policy &amp; 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"> <li>• Individual RA has been done</li> </ul>	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 &amp; 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"> <li>• Contact with a colleague that may visit the office</li> <li>• Need to leave the office for any reason</li> <li>• When moving around the office</li> </ul>	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 Covid 19	DATE:	04/09/20				
MANAGER (please print):	██████████	SIGNED:	Not signed due to Covid 19	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	Red
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
<b>Gender</b>	
Men	[REDACTED]
Women	[REDACTED]
Trans	[REDACTED]
<b>Ethnicity</b>	
BAME (Black, Asian and minority ethnic)	[REDACTED]
White British	[REDACTED]
<b>Disabled</b>	
Disabled	[REDACTED]
Not Disabled	[REDACTED]
<b>Sexual Orientation</b>	
LGB	[REDACTED]
Heterosexual	[REDACTED]
<b>Pregnancy/ Maternity</b>	
<b>Religion, belief</b>	
People of different faiths/ beliefs and those with none.	[REDACTED]
<b>Age</b>	
<del>Upto 24</del>	[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]



Appendix G: Example Service Reinstatement Reassurance Process Sign-off pro forma



## CORPORATE DIRECTOR SIGN OFF

### NCC COVID-19 Service Reinstatement / Change - Corporate Director Sign Off

<b>SERVICE AREA</b> Commercial & Operations	
<b>Team / Facility / Unit</b> Commercial Waste Services	<b>Proposed date of change</b> 15/09/2020

Required documentation	TICK
Supporting information template	
Risk Assessment	Risk assessment completed and consulted/worked on with [REDACTED] [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

<b>NAME:</b> [REDACTED]	<b>SIGNATURE:</b>
<b>DATE:</b> 04/09/2020	[REDACTED]

### CORPORATE DIRECTOR

<b>NAME:</b>	<b>SIGNATURE:</b>
<b>DATE:</b>	

### 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	