AGENDA

Meeting: **Health Select Committee**

Place: **Online Meeting**

Date: **Tuesday 2 March 2021**

Time: **10.30 am**

Please direct any enquiries on this Agenda to Henry Powell, County Hall, Bythesea Road, Trowbridge, direct line 01225 718052 or email henry.powell@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Chuck Berry (Chairman)
Cllr Gordon King (Vice-Chairman)
Cllr Christine Crisp
Cllr Clare Cape
Cllr Mary Champion
Cllr Gavin Grant
Cllr Howard Greenman
Cllr Mollie Groom
Cllr Andy Phillips
Cllr Pip Ridout

Cllr Tom Rounds
Cllr Fred Westmoreland
Cllr Graham Wright

Substitutes:

Cllr Pat Aves
Cllr Trevor Carbin
Cllr Ernie Clark
Cllr Anna Cuthbert
Cllr Russell Hawker
Cllr Mike Hewitt

Cllr George Jeans
Cllr Nick Murry
Cllr Steve Oldrieve
Cllr Ian Thorn
Cllr Suzanne Wickham

Stakeholder representatives:

Irene Kohler Healthwatch Wiltshire
Diane Gooch Wiltshire Service Users Network (WSUN)
Joanne Burrows South West Advocacy Network (SWAN)
Sue Denmark Wiltshire Centre for Independent Living (CIL)

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For assistance on these and other matters please contact the officer named above for details

AGENDA

1   **Apologies**

To receive any apologies or substitutions for the meeting.

2   **Minutes of the Previous Meeting** *(Pages 7 - 12)*

To approve and sign the minutes of the meeting held on 12 January 2021.

3   **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4   **Chairman's Announcements**

To note any announcements through the Chairman.

5   **Public Participation**

The Council welcomes contributions from members of the public. During the ongoing Covid-19 situation the Council is operating revised procedures and the public are able participate in meetings online after registering with the officer named on this agenda, and in accordance with the deadlines below.

[Guidance on how to participate in this meeting online.](#)

Statements

Members of the public who wish to submit a statement in relation to an item on this agenda should submit this is electronically to the officer named on this agenda **no later than 5pm on Friday 26 February 2021.**

State whom the statement is from (including if representing another person or organisation), state points clearly and be readable aloud in approximately 3 minutes. Up to three speakers are allowed for each item on the agenda.

Questions

Those wishing to ask questions are required to give notice of any such questions electronically to the officer named on the front of this agenda no later than **5pm on 23 February 2021** in order to be guaranteed of a written response**.** In order to receive a verbal response questions must be submitted no later than **5pm on 25 February 2021.**

Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent. Details of any questions received will be circulated to members prior to the meeting and made available at the meeting and on the Council's website; they will be taken as read at the meeting.

6   **COVID-19 Update** *(Pages 13 - 38)*

Updates from the council and the Bath, Swindon and Wiltshire Clinical Commissioning Group (BSW CCG) on activity to mitigate the impact of the coronavirus in Wiltshire will be provided at the meeting.

The most recent COVID-19 update report to the council's Cabinet is attached. This was considered on 2 February 2021 so verbal updates on more recent developments will be provided.

All four of the council's select committees are monitoring COVID-19 and to avoid duplication members are invited to focus their questions and debate within this select committees' remit.

7   **Review of the work of the Health Select Committee 2017-2021**

A report will follow highlighting key aspects of the work undertaken by the Select Committee during the 2017-21 council and recommending topics to the Overview and Scrutiny Management Committee for possible inclusion in a new overview and scrutiny work programme after the elections in May.

8   **Urgent Items**

To consider any other items of business that the Chairman agrees to consider as a matter of urgency.

9   **Date of Next Meeting**

To confirm the date of the next meeting as 8 June 2021.

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PART II

Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

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None.

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Health Select Committee

MINUTES OF THE HEALTH SELECT COMMITTEE MEETING HELD ON 12 JANUARY 2021 AT ONLINE MEETING.

Present:

Cllr Chuck Berry (Chairman), Cllr Gordon King (Vice-Chairman), Cllr Christine Crisp, Cllr Clare Cape, Cllr Mary Champion, Cllr Gavin Grant, Cllr Howard Greenman, Cllr Pip Ridout, Cllr Tom Rounds, Cllr Fred Westmoreland, Cllr Graham Wright, Diane Gooch, Irene Kohler, Sue Denmark and Cllr Phil Alford

Also Present:

Cllr Trevor Carbin, Cllr Suzanne Wickham, Cllr Laura Mayes, Cllr Simon Jacobs, Cllr Jon Hubbard, Cllr Alan Hill, Cllr Jacqui Lay and Cllr Jo Trigg

1   Apologies

Apologies for absence were received from Terence Herbert, Cllr Hawker, Cllr Groom, Cllr Philips, Diane Gooch, Tracey Cox and Deborah Noakes from the CCG.

2   Minutes of the Previous Meeting

Resolved:

To approve and sign the minutes of the public meetings held on 3 March and 16 June 2020.

3   Declarations of Interest

There were no declarations of interest from members of the Committee.

4   Chairman's Announcements

The Chairman explained items 7 and 8 were updates on the COVID-19 pandemic from Wiltshire Council and the CCG respectively. It was proposed to take these items as one, given that members' questions were likely to cross over. To allow colleagues from the CCG to attend for this item, it was suggested to take these items after the current item 10.

5   Public Participation

No public statements or questions have been received for this meeting.

6   **Overview and Scrutiny during COVID-19**

The Chairman explained the Council had been operating streamlined Overview and Scrutiny Arrangements and the approach Overview and Scrutiny would take curing the COVID-19 pandemic.

There were no questions from the Committee.

Resolved:

To note the explanation from the Chairman.

7   **Final Report of the CAHMS Task Group - Part B**

Cllr Gordon King presented the second report from the Task Group to the Committee. The Committee was considering the report on behalf of the task group's joint parent committee, Children's Select Committee. During Children's Select consideration of the task group's first report, the committee asked the task group to consider how the voluntary and community sector help to provide preventative services to children and young people in Wiltshire. This addition was added to the task group's terms of reference for its second report.

Cllr King explained the evidence considered by the Task Group in relation to: Thrive Hubs, Access Coordinators, Self-referrals, NHS Benchmarking, access rates and governance arrangements. Conclusions reached by the Task Group were detailed in the report. Six recommendations were outlined in the report and Cllr King highlighted recommendation two in relation to better management of the self-referral process.

Cllr Berry expressed his support for the report and invited questions from the Committee.

It was questioned whether the data remained relevant during COVID-19, in response to which it was acknowledged the report was written pre-covid, and that work may be commissioned in future to assess the impact of COVID-19 on CAMHS.

Cllr Alford explained the Task Group had felt strongly that a better online tool was needed for online self-referral. It was also noted the referral data was inconsistent, therefore it had been difficult to compare data from different parts of the organisation and the Task Group felt this should be harmonised. Cllr Alford also highlighted there was currently no record of re-referrals into the system, this would be important to demonstrate whether the service was not meeting the needs of those referred. Both new data sets were felt to be beneficial to improving CAMHS scrutiny.

Cllr Hubbard, as Chairman of Children's Select, expressed a disappointment the report did not have a discussion on the significant voluntary offer in Wiltshire to support mental health services. It was noted there were also sometimes inappropriate referrals to the voluntary sector. For the avoidance of doubt, Cllr

Hubbard declared he chaired a charity that commissioned mental health services in Wiltshire, although this charity had not been involved in giving evidence in the report.

The Chairman noted the points on the voluntary sector and acknowledged these stakeholders could be more involved, should the work of the task group be recommenced.

Other points raised by committee included that private individuals or companies might also be supporting on mental health issues which perhaps should have been raised with CAMHS. The Thrive Hub was noted as an area of focus. Interest was also expressed in understanding the process where young people move into adult mental health services. Questions were raised on to the equalisation of Thrive Hub provision. Cllr Cape explained that a local Health and Care Record in Wiltshire would make sharing information between partners as appropriate would be easier.

In response to comments, Cllr King, on behalf of the Task Group, gave reassurances that commissioners were already aware of changes needed to produce more meaningful data on referrals. Cllr Alford explained that the Task Group had to focus its area on CAHMS to ensure focussed and timely recommendations, which would be lacking if the Task Group had a wide remit, however it was noted, future work could be undertake to investigate the other important issues raised by the Committee in the discussion.

Resolved:

To endorse the report of the Task Group and refer it to the Cabinet Member for Children, Education and Skills and the Bath, Swindon and Wiltshire CCG for response.

To request the Task Group be reconvened to consider the impact of COVID-19 on CAMHS, and the link between CAMHS and private and voluntary sector provision.

8   **Executive Response to the Final Report of the CAHMS Task Group - Part B**

The Cabinet Member expressed support for the Task Group's recommendation and the request for a continuation of the Task Group's work. It was explained the Executive would act on the Task Group's recommendations, and highlighted that some recommendations were already underway, however had been delayed due to the COVID-19 pandemic.

The Cabinet Member was able to update that fortnightly meetings were being held with Oxford Health and all secondary schools now had access to a Thrive worker.

Resolved:

To note the response from the Cabinet Member and target dates.

9   **Government Health Infrastructure Plan**

The Committee received a briefing on the Government's Health Infrastructure Plan (HIP) from Simon Cook, Programme Director. HIP2 was a long-term, strategic investment in the future of the NHS to ensure healthcare staff had the facilities to deliver cutting-edge care and meet the changing needs and rising demand the NHS will face in the 2020s and beyond.

Key outcomes of HIP2 included building new hospitals and harnessing digital technology. £450m was potentially to be made available for RUH Bath under HIP2, provided three stages of business case were approved. Currently a Strategic Outline Case was being compiled for submission in December 2021. It was highlighted the project was not based on renewing existing infrastructure, but about preparing for the future, including better outcomes and experiences for patients, preventative care and full integration across primary, social care and public health. Mr Cook explained an Engagement Plan was also being developed and the Committee was considered an important stakeholder in the plans.

In response to questions it was confirmed the RUH were considering future trends after covid and it was seeking to be ambitious about the use of technology and use of the RUH estate. Artificial Intelligence was an opportunity that the RUH was investigating.

Resolved:

To note the briefing provided and request the presentation be circulated to members.

10   **COVID-19 Update**

Emme Legg (Director for Access and Reablement) updated that demand on the service has increased during COVID-19 and adult MASH demand had remained as in previous periods. Virtual methods were being used to deliver services where possible, however a community presence remained for those that are most vulnerable during the COVID-19 pandemic. The officer advised the severity of COVID-19 outbreaks in care homes had been minimal compared to the first lockdown due to sound protective measures in place.

Currently a significant pressure was the need for short term care following discharge from hospital and the service was working with care homes to provide additional capacity. In response to questions, it was explained the Care Home Advisory Group was established in around April-May 2020.

Clare Edgar (Director for Mental Health and Learning Difficulties) provided an update on the council's Wellbeing Hub to support those that were clinically extremely vulnerable or shielding. 28,000 residents had been supported by the Hub since it was established last year, by phone, email or in person. During the currently lockdown, 150 people currently required support from the wellbeing hub.

The Chairman invited comments and questions which included that LINK drivers should be prioritised for vaccinations to allow them to help others to travel for vaccinations. In response to questions, it was noted the Wellbeing Hub referred those it supported to organisations that could support their mental health and isolation. Wiltshire CIL had been working with Wiltshire Council to understand the needs of young people and those with disabilities. Kate Blackburn updated on communication via radio and print for those vulnerable residents that could not access support online.

Edward Rendell from Bath and North East Somerset, Swindon and Wiltshire CCG provided an update on health care provision during the COVID-19 pandemic. A significant challenge was to continue to provide acute and urgency care, and this was continuously monitored. For primary care, a full telephone triage service was in place to allow surgeries to be open for business. For Adult Community Services, the CCG was working to prioritising care at home as much as possible. Mental Health Services were also under demand during COVID-19. In terms of the vaccination programme, full coverage for vaccinations was now established to vaccinate the four priority groups. Larger vaccination sites local to Wiltshire were due to come online within a couple of weeks. The officer concluded by drawing awareness to an Integrated Care consultation that was currently open.

Gill May updated that 40,000 vaccines had already been delivered to priority groups. It was explained the CCG was currently working on plans for deployment of the vaccine to the homeless and traveller communities. In response to questions, it was confirmed the CCG would work with Public Health to provide more information to councillors about vaccination plans across the county.

Resolved:

To note the update provided from the council and CCG.

11   **CCG updates**

An update was provided under the previous item.

12   **Forward Work Programme**

The Chairman advised the Forward Work Programme would be considered further at the next meeting.

Resolved:

To note the Forward Work Plan.

13   **Urgent Items**

There were no urgent items.

14   **Date of Next Meeting**

The date of the next meeting was to be 2 March 2021.

(Duration of meeting: 10.30 am - 12.45 pm)

The Officer who has produced these minutes is Libby Johnstone of Democratic Services, direct line 01225 718214, e-mail libby.johnstone@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

Wiltshire Council

Cabinet

2 February 2021

Subject:	**COVID-19 Update**
Cabinet Member:	**Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military Civilian Integration and Communications**
Key Decision:	**Non-Key**

Executive Summary

This report provides a summary of activity to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in January.

Since the last report the country has been placed into a third national lockdown. Mass vaccination programmes started week commencing 7 December, and local vaccination centres opened 16 December in Wiltshire. New vaccination hubs have opened throughout January.

Support for businesses, vulnerable groups, care homes and educational settings continues.

Shadow recovery work has paused to enable resource to be fully focussed on response.

Proposal(s)

Cabinet are asked to
- Continue to encourage all residents to download the NHS Test and Trace app on their phone.
- Encourage all residents to answer a call received from 0300 456 0100 as it may be the local contact tracing team within the Council
- Continue to encourage all residents to follow national guidance
- Continue to encourage residents who have received a vaccination to continue to follow national guidance
- To note the work underway to support response activities

Reason for Proposal(s)

Wiltshire Council continues to work closely with partners to deliver in a rapidly changing environment.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

2 February 2021

Subject:	**COVID-19 Update**
Cabinet Member:	**Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military Civilian Integration and Communications**
Key Decision:	**Non-Key**

Purpose of Report

1. A brief summary of the key activity to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in January.

Background

2. As of Sunday 24 January 2021, 3,187,232 people in England had tested positive for COVID-19. Further information is available online. The ONS suggest that as of 8 January 2021 there were 90,720 registered COVID-19 deaths across England and Wales of which 85,013 were in England. As of 24 January 2021 in Wiltshire there have now been 13,414 people who have tested positive for COVID-19. As of 24 January the rate of cases per 100,000 in Wiltshire in the last 7 days was 280.4 which is below the national average. Up to the 8 January, 496 registered deaths involving COVID-19 in all settings in Wiltshire had occurred (238 in care homes, 230 in hospital, 23 at home and 5 in hospices). Further information on weekly mortality is available from ONS.

Main Considerations for the Council

3. The Prime Minister announced on 4 January 2021 that a return to a National lockdown would commence.

4. The government has confirmed that the Test and Trace payments scheme will now continue until the end of March 2021.

5. Additional key government announcements published since the last cabinet paper are in **Appendix 3.**

6. Wiltshire Council has continued in response mode for the COVID-19 pandemic. Daily response sitreps continue to meet which feeds into twice-weekly multi-agency response groups SSG (strategic Coordination Group) and the TCG (Tactical Coordination Group).

7. The Wiltshire Wellbeing Hub continues to offer support, guidance and signposting and proactively has contacted all those recently recorded as being clinically extremely vulnerable.

8. Further to the government's recent announcements Wiltshire Council are developing a programme of targeted asymptomatic community testing, which seeks to test anyone who is unable to work from home during lockdown.

9. As we moved back into a national lockdown, 21 libraries remain open for bookable computer access ensuring residents without internet or computers are able to get online, and are providing an order and collect library book service.

10. As of 20 January 2021, Wiltshire Council has awarded over £116M in business support grants to over 10,000 recipients.

11. A third public COVID-19 webinar was held on 6 January which again was well received.

12. The focus of work has shifted fully into response resulting in some of Wiltshire's multi-agency long term recovery work being temporarily paused. Significant developments since the last report are summarised under the sub-headings below; with additional detail in **Appendix 1**.

Test and Trace

13. The local tracing service has been live for seven weeks, picking up any cases that NHS Test and Trace have not managed to contact. Rates of contacts successfully contact traced, either by the national Test & Trace team or our local service, continue to be high, with around 90-95% of cases successfully traced across Wiltshire. For our local service we are reaching just over half of all those we attempt to. Feedback from those we reach has been very positive, with people very welcoming of a contact by a more local service.

Community Mass Testing

14. Further to the government's recent announcements Wiltshire Council are developing a programme of targeted asymptomatic community testing, which seeks to test anyone who is unable to work from home during lockdown.

15. Community testing uses rapid lateral flow devices and can help identify those people who are infectious but asymptomatic and unaware that they might be spreading the disease, so that we can trace their contacts, support them to isolate and prevent transmission to others. Identifying infectious individuals early, and those they have been in close contact with, and then isolating them can significantly reduce transmission of the virus and break transmission chains. This programme aims to target those areas in Wiltshire where there are higher levels of prevalence of COVID-19, as well as accessible by local businesses who are still operating and requiring a proportion of their workforce at their sites. Wiltshire is also waiting for national guidance on how we can

support those larger businesses (>250 employees) who wish to access a national programme of testing.

Mass Vaccination

16. The national roll out of the COVID-19 vaccination programme is led by the NHS with support from local partners. The Joint Committee on Vaccination and Immunisation (JCVI) advises that the first priorities for the vaccination programme should be the prevention of COVID-19 mortality and the protection of health and social care staff and systems. Secondary priorities could include vaccination of those at increased risk of hospitalisation and at increased risk of exposure, and to maintain resilience in essential public services.

17. Current evidence strongly indicates that the single greatest risk of mortality from COVID-19 is increasing age and that the risk increases exponentially with age.

18. There is clear evidence that those living in residential care homes for older adults have been disproportionately affected by COVID-19 as they have had a high risk of exposure to infection and are at higher clinical risk of severe disease and mortality. Given the increased risk of outbreaks, morbidity and mortality in these closed settings, these adults are considered to be at very high risk. The committee's advice is that this group should be the highest priority for vaccination. Vaccination of residents and staff at the same time is considered to be a highly efficient strategy within a mass vaccination programme with the greatest potential impact.

19. Frontline health and social care workers are at increased personal risk of exposure to infection with COVID-19 and of transmitting that infection to susceptible and vulnerable patients in health and social care settings. The committee considers frontline health and social care workers who provide care to vulnerable people a high priority for vaccination. Protecting them protects the health and social care service and recognises the risks that they face in this service.

20. In Wiltshire, the BSW Clinical Commissioning Group are the lead organisation for the programme with support from Wiltshire Council and partners. Each Primary Care Network in Wiltshire has now set up a vaccination site, in addition to the three hospital hubs at GWH, SFT and RUH. In addition, two mass vaccination centres will also go live on the week commencing 25 January and will be located at Salisbury City Hall, and Bath Racecourse. The local authority is a key partner in the logistical support for this programme assisting with site identification and identification of hard to reach more vulnerable groups.

21. The Local Authority is tasked with overseeing the prioritisation and submission of staff and volunteers for vaccination across the whole Social Care workforce; this includes the Council's employed workforce, commissioned providers and the Community & Voluntary Sector.

Outbreak Management

22. Where outbreaks occur in a setting, we support the setting to reduce the spread of COVID-19 and help identify any actions that need to be taken to help prevent future transmission in their setting. In some cases, we will do this in conjunction with our colleagues in Public Health England. We use a variety of sources of information to identify potential outbreaks as early as possible and use the COVID-19 Board to report and discuss outbreaks in the County.

Public Health support to Schools & Educational settings

23. We are continuing to support our educational settings, including early years following a positive case of COVID-19. Even though children are being taught at home due to the national lockdown, we are still seeing a considerable demand for support from the public health team due to key workers children and vulnerable children still attending their educational setting.

24. A mass testing programme using lateral flow devices is being rolled out by the Department for Education for staff and pupils in secondary schools, colleges and special schools which started the week of the 4 January 2021. As of the 18 January staff working in primary schools are now being provided with weekly home tests.

25. We are taking part regularly in the heads, early years and governor briefings. These have been invaluable in being able to address any public health issues and answer questions they have.

Community spaces and engagement

26. With our leisure centres and heritage centre closed, and a reduced library service, many of our staff have either been redeployed or are preparing to be redeployed onto key COVID-19 response activity.

27. 21 Libraries remain open for bookable computer access, ensuring residents without internet or computers can get online, and are providing an order and collect library book service.

28. A number of key services are continuing from our leisure sites including Learning Disability day services, blood donation service, health visitor appointments, PPE distribution and vaccination clinic.

29. Our Community Engagement Managers are supporting 343 active COVID-19 response community groups across Wiltshire. In partnership with Wessex Community Action, via the Wiltshire Together Platform, Community First and the Wiltshire Community Foundation we are providing regular advice and guidance to these groups. This included a Webinar hosted by Terence Herbert on 15 January with over 100 participants, and direct messages to these groups, faith groups, food banks and voluntary sector partners on the current COVID-19 situation in Wiltshire from our Director of Public Health Kate Blackburn.

30. Our Community Engagement Managers are working with Area Boards and will be discussing local COVID-19 status reports at Area Board meetings through January and February.

31. The Wiltshire Together Champions activity has grown through January with over 100 staff now trained and reporting back daily on the situation across our key towns. The Champions now include voluntary organisations and our street-based staff and contractors. This work is leading to positive partnership change on the ground, for example the identification of issues with social distancing on the entrance to Warminster Park leading to the Town Council improving signage and one-way pedestrian access.

32. The Public Protection team have visited over 100 supermarkets across Wiltshire to monitor their safety practices. Letters have gone out to essential retail outlets reminding them of the measures they should have in place to help control the spread of the virus. Further work is underway with communications to provide local messages to residents and continue to reiterate the importance of being safe when out essential shopping.

33. Council Officers and Wessex Community Action have met with the CCG to help support with the management of volunteers at the Salisbury mass vaccination site. The first four weeks will be managed by Re-ACT, with plans following this period being worked up.

34. All foodbanks in Wiltshire were contacted between 15-18 January and the vast majority have reported that they are coping very well, despite an overall increase in demand on their service. The feedback has shown that food and financial donations over the Christmas and early January period have been extremely generous across most areas. Up to £2,500 of funding has been made available to the 4 foodbanks (Chippenham, Mere, Salisbury, Trowbridge) who have indicated that some additional support would be beneficial. This funding is currently being processed as a priority. Regular communication is continuing with all foodbanks and monthly reporting on demand is in place to monitor trends and sustainability.

Wellbeing Hub

35. The Wellbeing hub stood up during the first lockdown period and its objective is to implement a county wide initiative offering support, guidance and signposting to the local population. Contacts into the hub dropped during December but due to the restart of the third lockdown the hub is now also open on Saturdays (10am to 4pm) with support available from the Council's Emergency Duty Service (EDS) to provide an emergency response if required on Sundays.

36. All shielding residents were contacted during the first lockdown. 3,100 people identified as being clinically extremely vulnerable during the second lockdown were also contacted. Since the third lockdown there have been 150 new people identified as being clinical extremely vulnerable who will need to shield and the hub has contacted these people via letter and telephone to ascertain if they require any assistance.

37. The hub continues to support members of the public who raise queries around current lockdown guidance and refer concerns or issues relating to business and organisations to the public protection/ public health team.

38. The Wellbeing hub fortnightly multiagency/partner meetings have been re-established to ensure a multiagency responsive system is in place.

Care Homes

39. The Council continues to work in partnership with Wiltshire Care Partnership, the CCG and CQC in implementing a support programme to Care Homes. This has included the dedicated COVID-19 team, regular webinars and newsletters, and a BSW CCG Care Home Oversight Group chaired by the Director of Nursing & Quality.

40. As of 20 January there has been a sharp increase to 58 care homes reporting new COVID-19 positive cases from 40 in the following week. There was a total of 278 cases, 121 of these were COVID-19 positive care home residents.

41. Since mid-April, the Council has worked in partnership with the CCG and CQC to weekly review risks and support all local care homes. Due to the current increase in cases, health and social care has introduced a multi-disciplinary team meeting when a care home first reports an outbreak and needs advice.

42. The Health Protection Board reviews outbreaks in care homes fortnightly and considers whether there should be any restrictions to visiting. A letter has gone from the Director of Public Health and the Interim Corporate Director of People stating that subject to strict infection prevention and control measures and close contact meetings not taking place that, dependent on a care homes' individual risk assessments, visiting can still take place at this time.

43. A vaccination programme has started for care home residents and staff.

Health and Care

44. There is increasing demand across the Wiltshire Health and Social care system due to the rising COVID-19 rates in the community and therefore in the acute hospitals. In order to effectively meet this demand and support timely discharge, extra capacity within our care homes has been identified that can accommodate individuals who are both COVID-19 positive and negative.

45. An additional designated setting has been inspected and agreed by CQC in a care home in South Wiltshire, Little Manor. This care home successfully provided a Hospital Discharge Support Unit in the first COVID-19 wave. This will supplement the existing designated setting in Chippenham Community Hospital.

46. We have also expanded our Discharge to Assess bed base to accommodate individuals who need a short period of support and assessment after

discharge. The aim is that the majority of these people are then able to return home.

47. Our current PPE supply continues to meet the demands of the business across Wiltshire. In addition both Wiltshire Council, and Wiltshire & Swindon LRF as a whole, have sufficient stock across all lead PPE items. Weekly monitoring of stock levels, usage rates and estimated days of supply, in relation to Wiltshire Council, is carried out alongside fortnightly monitoring of stock levels against highest usage rates seen in April/May 2020.

48. Wiltshire Council continues to have approx. 3 months' supply across lead PPE items and the LRF have approx. 8 months' supply.

49. Department of Health and Social Care (DHSC) continues to provide monthly PPE supplies to assist with demand across certain settings, should the need arise, to those who are ineligible to register on the Govt PPE portal. These services include children's and adults social care, rough sleepers team, CCG staff, Direct Payment employees and Education and Childcare settings. The monthly arrangement has been extended further until June 2021 as a result of the current situation. DHSC have yet to decide whether these monthly supplies will also include PPE demands to assist funeral directors within the geographical area.

50. In regards to the Govt PPE Portal DHSC continue to improve the supplies available either by increasing order quantities or making available additional items, i.e. FFP3 masks, which will assist all eligible settings and ease the demand on the LRF.

51. Monthly reviews continue with procurement to ensure commercial suppliers have adequate stocks/lead times with discussions regarding post Brexit. There are currently no concerns.

52. The CCG have confirmed all PPE requirements for the vaccine centres will be met nationally and will not be the responsibility of the Local Resilience Forum.

Education

53. There is sufficient early years childcare provision currently. The number of children registered for Early Years Entitlement this Spring is very similar to that in 2020. The early years sector has not had any specific national COVID-19 support and remain open to support pre-school children and facilitate the needs of working parents. A hardship fund was created for settings and payments have been made to four providers. £1million of the Contain Outbreak Management Fund (COMF) funding will be used to support this sector. This funding will enable the sector to remain COVID-19 compliant. There are three strands to the funding:
   - financial support for settings where they have a loss of fee-paying income when a bubble needs to self-isolate.
   - financial support for a setting with staff who are Clinically Extremely Vulnerable and therefore not able to work due to shielding.

- one-off payment of between £150-£1000 (depending on the size of the setting) to help with PPE and enhanced cleaning.

54. In the current lockdown the government is asking all early years settings to remain open for all children. A daily attendance survey is carried out, this showed that on 13/01/21, 80.20% of those settings responding were open, with an average of 76% open over a week. This is a variable picture, as settings do not always open five days a week and there are a varying number of closures due to positive COVID-19 cases within settings. The attendance of all Children Looked After (CLA), Child Protection children (CP) and Children in Need (CiN) is followed up to ensure that they are in a setting and if not that the social worker is informed, and the setting stays in regular contact with the family.

55. Plans are being developed around the roll-out of lateral flow tests for early years settings through the community testing programme. From the 25 January those early years settings which are run by a school will have access to the lateral flow testing in line with the primary schools.

56. There has been a total of 63 confirmed COVID-19 cases across 40 school settings in Wiltshire since schools returned in January 2021 (as of 15 Jan 2021). A total of 295 pupils are currently self-isolating. 27 early years settings have had positive cases during the same period. Public Health Wiltshire continues to support schools, colleges and early years settings when positive cases are identified, and robust processes are in place.

57. Following the closure of schools on 5 January 2021 for all pupils other than those of critical worker parents and vulnerable pupils, the daily register for all Wiltshire schools resumed. This was used effectively during lockdown 1 and 2 to monitor the attendance of each child open to social care and /or with an Education Health Care plan. A multi-agency approach is being used to ensure those not attending schools are safe, accessing quality remote learning, and have access to free school meals where necessary.

58. Overall attendance is higher than in lockdown 1 and reflects the increasing number of critical workers accessing a school place. Attendance is higher in primary schools. Nationally, as at 11 January 2021 14% of children on roll were in attendance (20% in primary; 4% secondary; and 29% special schools). In Wiltshire, the overall attendance was in line with national; 22% of pupils on roll were in attendance in primary schools; 4% in secondary schools; 32% is special schools.

59. Secondary schools are rolling-out the mass testing of pupils and staff. Testing in the primary phase is due to commence late January 2021.

60. Ofsted will resume monitoring inspections on 25 January for schools graded inadequate or requiring improvement. These will be ungraded and will focus upon the quality of remote education being offered. The school improvement advisors are currently meeting with all maintained schools to support schools with their remote provision through the sharing of resources and guidance. All schools are delivering a balance of remote education for those pupils at home and in school education for those attending.

61. All A level, GCSE and statutory assessments at KS1 and KS2 including phonics testing, teacher assessments, the Y4 times table testing and the early years foundation stage profile have been cancelled for this academic year. The government is currently consulting on how GCSE, AS and A level grades should be awarded in summer 2021.

62. Services that support children's emotional health and wellbeing (such as Barnardo's Healthy Minds Wiltshire, Mental Health Support Teams and School Nursing) are aware of the potential impact of the current lockdown situation on children and young people's mental health and have adapted their services and working arrangements in response. Digital and remote support is in place and services are offering COVID-19-secure face to face support where necessary. Schools are reminded that services remain open for children and young people and the multi-agency directory of services and programmes that support children and young people's emotional wellbeing and mental health that went live in November continues to be promoted to schools, and in particular, via www.onyourmind.org.uk

63. The 'Well-being for Education Resilience' programme was successfully delivered during term 2 in its first iteration and will be developed into an ongoing initiative with more interactive content during terms 3 and 4. This will include networking opportunities to complement and more closely align with existing initiatives (e.g. Five to Thrive training programme). It continues to provide immediate support for education settings in managing the emotional health and wellbeing of their communities during the pandemic, and to take a more co-ordinated approach longer term, clearly promoting and signposting people to local support. There has been positive engagement from primary and secondary schools, and from Wiltshire College. The system-wide Five to Thrive: Attachment, Trauma and Resilience training programme has continued through the pandemic online and continues to receive positive feedback. Champions trained to date include: 58 school-aged setting staff, 53 early years setting staff and 53 staff from Wiltshire Council who support education settings.

64. Following the announcement of the recent national lockdown attendance of vulnerable children and young people has been captured on a daily attendance return which is completed by Wiltshire Schools. This includes attendance information for children and young people with an Education, Health and Care Plan (EHCP) who are included in the Department for Education's definition of children who are considered to be vulnerable. We are working to support schools and settings in the provision of learning for children and young people with an EHCP through monitoring of information supplied in the attendance return and contacting schools where a difficulty is identified and also by making a 'Team Around' meeting available for all of our Resource Base and Enhanced Learning Provision settings.

65. Advisory teams, including advisory teachers for SEND and those who provide support for learners with English as an additional language are currently only undertaking visits to schools sites where it is deemed to be essential, for example due to a safeguarding concern or to undertake a statutory task. The teams continue to be available for schools and settings to contact if this is

needed and will aim to make as much support available to schools through virtual means as it is practicable to do.

66. Home to school transport continues to operate at near normal levels as demand from vulnerable and critical worker children is much greater than in previous lockdowns. Where two or more coaches follow the same route, these have been rationalised but, in most cases, it is necessary to run every route, albeit at very low occupancy. SEND transport is running at near normal capacity but is becoming increasingly difficult to resource as drivers and passenger assistants become unavailable due to self-isolation, shielding and other precautions.

67. The additional capacity provided on public transport to separate students from the general public has now ceased due to reduced numbers travelling. Most public buses continue to run to the same timetables they had pre-lockdown, as operators assess demand, balance driver resources and await Department for Transport guidance on funding. All operators are aware of the importance of home to school journeys and will retain these in any reduced timetables which they may introduce in the coming weeks.

68. Despite the lower number of passengers using much of the home to school network we continue to stress the importance of additional cleaning, good vehicle ventilation and use of face coverings to operators and passengers.

69. Free school meal funding was provided direct to schools and early years settings to ensure all eligible pupils received two £15 vouchers to cover the two-week Christmas period. This funding, through the Winter Grant Scheme, is going to all pupils in receipt of free school meals, 2-year-old 'Better Together' funding or early years pupil premium. Education settings have had flexibility to use a variety of methods to provide this support for their families and these have reflected the local area and family circumstances.

70. During term time, vouchers will be available through the national voucher scheme from the week commencing 18 January, however, any support provided since 4 January 2021 through lunch parcels or locally arranged vouchers can be claimed back from DfE. Schools are responsible for providing free schools meals support to eligible pupils during term-time.

71. £1.1M funding from Wiltshire Council has been provided for digital devices. The funding has been allocated based on the number of Ever 6 qualifying children and Free School Meals eligible children attending schools as recorded on the October Census 2020 across the County. For children 7 and under, the funding allocation has been geared towards providing tablets; with children 8 and older, funded to receive laptops.

72. The purpose of the funding is to enable schools to prioritise the purchase of digital devices for the most in need and digitally deprived children. Schools can decide to gift the devices to the children on a permanent basis or retain ownership of the asset and loan the device to the child on a long-term basis. The most important outcome is that every device purchased as part of this funding, reaches a child to support and improve their learning opportunity.

73. Schools are asked to consider, in the spirit of this funding, distributing these locally funded devices to groups that have not benefitted from other initiatives to date. Such as:
   - Multiple siblings who are currently sharing a device;
   - Children using mobile phones to access learning;
   - Free School Meal eligible children for all year groups;
   - Children with Special Educational Needs and/or EHC plans.

74. In addition to this, the DfE are supplying devices direct to schools due to closures because of the current lockdown. Secondary Schools have been invited to apply for their allocation through a DfE portal and orders are taking between 2 and 5 days to arrive. The secondary orders across the country should be fulfilled by Friday 15 January. Primary Schools will then be invited to apply for their allocation.

Economy

75. As of 20 January 2021, Wiltshire Council has awarded over £116M in business support grants to over 10,000 recipients.

76. On 5 January the Chancellor announced additional business support under the Local Restrictions Support Grant (LRSG) scheme. The announcement details one-off top-ups to be granted to closed businesses as follows:

   - £4,000 for businesses with a rateable value of £15,000 or under
   - £6,000 for businesses with a rateable value between £15,000 and £51,000
   - £9,000 for businesses with a rateable value of over £51,000

77. This will apply to businesses whose premises are closed in law such as shops, restaurants, pubs. Wiltshire has been awarded £30M for this funding which is for the 6-week lockdown from 5 January – 15 February.

78. A discretionary fund is also being made available to support other impacted businesses using the Additional Restrictions Grant. Wiltshire has been awarded £4.2m for this grant but it is to last until the end of March 2022.

79. Following the Chancellors announcement, there has been a surge of applications and enquiries, with around 80 applications a day now being received. This reached a peak of about 180 a day in mid-January. The vast majority of businesses are not eligible for the LRSG scheme and therefore are unlikely to be eligible for this further scheme outlined above. Pressure is therefore growing on the discretionary element of the fund to support more applicants.

80. The last round of this grant was open in November and December 2020 but there was not overwhelming demand, with just over 1000 applications received. The ARG initial scheme had an outline envelope of £2.5M, and while

some assessments remain (due to lack of evidence submitted) the fund has so far spent £900,000 and is likely to finish at around £1M. The second round of the Additional Restrictions Grant has now been worked up in order to provide support for as wide a range of impacted businesses in Wiltshire as possible and will be in operation by the date of this meeting. Wiltshire Council has always accepted applications from any type of business, but national messaging has meant some types of businesses have been unlikely to apply. Larger businesses have not made a significant call on the pot but are increasingly strained. Additional communications will be developed to encourage new applicants.

Safe Spaces

81. We have a structure in place with fortnightly meetings overseeing all schemes for creating safe space for walking and cycling particularly in busy areas.

82. The Council has completed a consultation on all cycling schemes funded from government's Emergency Active Travel, and the results and a proposal for prioritising the schemes will be published in due course.

83. The Highways team continue to provide a winter service to keep the road network safe, and has had to deal with prolonged icy conditions and yellow weather warnings in the last month.

Wiltshire Highways achievements during COVID-19

84. A full Highways annual report is available online which was presented to Environment Select Committee on 13 January 2021. A summary of the key achievements can be found in **Appendix 2.**

Organisational Recovery

85. The national lockdown announced on 4 January 2021 means that some of the work being undertaken as part of the organisational recovery programme will continue to be delayed as resource originally assigned to the programme is supporting response.

86. The lockdown and the ongoing requirements for staff to work at and from home has also impacted on some of the work that was due to launch, for example the trial of a new office layout and ways of working in Monkton Park, and trial of a desk booking application.

87. Despite this there has been recent progress in a number of areas, and the following initiatives have now launched:

   • New intranet, EPIC Hub. This launched on 12 January 2021 and replaces The Wire. The new intranet is a SharePoint site, and this means the information can be more kept up to date more easily and the search functionality is more responsive. All internal communications will be

available via EPIC Hub and this will reduce the amount of emailed communications to staff.

- Our Identity. Our Identity was launched on 20 January. Our Identity sets out the type of organisation that we want and need to be and describes how we will work together to emerge from the pandemic leaner and stronger and continue to build stronger communities. Our identity sets out 10 characteristics that provide the blueprint for who we are and how we need to develop and grow as an organisation. It sets out what is important in the way we are with each other but also as public servants within the wider communities of Wiltshire. As an organisation we already demonstrate much of this, however there are opportunities for us to improve and get better and build on our strengths and refocus how we work to support and enable organisation recovery. Our Identity will underpin all the activities and decisions we take to support recovery – both internally and externally.

- Social Work Apprenticeships. A social work apprenticeship programme has now launched. This programme will support recruitment and retention in hard to fill roles and will use the Council's apprenticeship levy to fund the training. The first 12 new apprentices started on 12 January 2021 and will complete a three-year apprenticeship leading to becoming a qualified social worker.

- Staff wellbeing question and answer webinars. In December over 450 staff joined the webinar and a further session is planned for mid-February.

- Flourish Chats. This initiative launched in June, with new chat topics being added over time in response to staff requests, and provides staff with a channel to interact socially with colleagues from across different teams who have a shared interest (e.g. reading, baking, DIY, sport, climate). These chats were launched in response to the feedback from staff in the wellbeing surveys and via other staff groups that social interaction was an aspect of work that was being missed.

- Online training to support Employee Wellbeing. A range of online training is now available to support staff wellbeing, examples include mindfulness, CBT and Managing Anxiety.

- Virtual induction events. We have moved all of our onboarding tools and documents online onto the EPIC Hub and reviewed these to support managers inducting staff in anon face-to-face situation. We have reviewed and scheduled virtual "Welcome" induction sessions for 2021 for all new starters with the Chief Executive and Leader in attendance.

88. In addition, whilst some work is delayed due to the focus on response other initiatives will continue to progress and launch. Further information about this work is set out in **Appendix 1**.

Risk management

89. Having moved back into response the risk management process has changed again. Risks from the previous COVID-19 response risk register were either

closed, transferred to recovery themes or transferred to services as the recovery phase started. It was therefore not possible simply to 're-activate' the previous register. Nor was it appropriate. There were a number of risks that related to the Council and partners lack of preparation or experience (which , given the last 10 months, no longer applied) or risks for which the cause was a potential second wave of the virus. These risks had either been managed out of existence or were now issues.

90. Therefore, a second response phase risk register is in place. It collates risks from across council services that relate to service delivery, health and safety, legislation, staffing, finances or the reputation of the council. Risks are identified in the response cells and recorded on a central register. Risks are reviewed by cell leads at least every month. The review process involves closing some risks and opening new ones. The full register is always available for review by CLT and ELT.

91. At the time of writing there are 51 risks recorded across the Summary and Component risk registers. The process of grouping component risks with similar focus (from the same of different cells) into a single summary risk provides an overview register that is more easily read. While also allowing the management of more detailed risks within the cells.

92. The highest scoring risk all relate to the ability of the council to provide the right support to vulnerable people during the pandemic. This includes risks from within social care teams, safeguarding services and education.

Financial Implications

93. An update on the financial implications for the council and latest outturn will be provided to cabinet in a separate report as part of the regular schedule of updates. £5m of the Contain Outbreak Management Fund (COMF) has recently been allocated in consultation with the Leader of the Council and Director of Public Health. This is set out in a separate decision paper.

Legal Implications

94. The Council's legal team continues to provide advice on the application of new COVID-19 legislation and all aspects of recovery.

Safeguarding Implications

95. Adult and Children's social care continue to maintain all statutory requirements.

96. Referrals into children's safeguarding services on average have been at or above pre-COVID-19 levels since late November with a significant increase in the first week in January. We had forecast this growth to continue to increase until the end of the financial year and beyond. However, we expect there to be further impact now we have returned to national lockdown and therefore forecast a reduction in referrals through the remainder of January and into February. As a result of lower demand, between March and the end of November the number of children subject to child protections plans or looked

after is lower than forecasted but is now beginning to rise again; this pattern is similar in many local authorities.

97. The Safeguarding Vulnerable People's Partnership in Wiltshire is leading a campaign to ensure all agencies and services review their current practice to maintain good oversight of vulnerable children and know when to refer concerns to social care.

98. The COVID-19 Winter Grant Scheme is now live. Wiltshire has received a grant of £1.1m to support families with children, other vulnerable households and individuals most in need with the cost of food, energy and water bills. The scheme runs from December until 31 March 2021. Payments have already been made to 9,133 eligible children via 239 schools to the value of £274,440 and to 1217 eligible pre-school children via 236 early years settings to the value of £36,190. Further payments will be made to this group in January and March.

99. We have awarded further grants to the value of £69,454 to Wiltshire Community Foundation – 'Surviving Winter Scheme' and the Centre for Sustainable Energy who support vulnerable adults with fuel payments through winter. A proportion of the grant will be held within the Local Welfare Assistance Scheme which will accept applications from individuals and families

100. Planning continues to ensure statutory social care demand can be met. Demand modelling draws data and intelligence from a wide range of providers and partner organisations to enable a system wide response. Regular sit-reps are obtained from across the safeguarding partnership so that demand readiness can be assured.

101. The demand into Adult MASH remains low with a suspected sudden surge in February. This follows the historical trend and considers the latent demand expected around financial abuse, which is expected due to the pandemic. Further work is underway with our Communications team to raise awareness of financial abuse and where to find support.

102. Referrals into Adult Social Care Advice and Contact teams are predicted to follow a similar pattern to safeguarding referrals with a rapid increase in February. Further review and analysis are required to identify and understand incoming demand from primary care/acute services and any resultant impact on demand for adult care.

103. The Learning Disability Team was already experiencing a higher than normal level of demand due to the impact that the closure of day and respite services have had on individuals and their carers. Demand remains high post Christmas.

104. The demand for both Mental Health Assessments and s136 assessments are continuing to steadily increase. It is also expected that there will be some slight increase coming from cases on the edge of admission requiring more intensive mental health support from the local authority due to carer breakdown due to fatigue.

105. For the sector, demand for support and services for those with lower level needs is likely to rise significantly as the long-term impact of COVID-19 and associated lockdowns are felt (social isolation, winter season, stretched unpaid carer capacity, reductions in community support capacity, etc).

106. Demand continues to remain high for local domestic abuse support services. The service continues to be accessible for support during lockdown. Work is ongoing with the communications team to raise awareness campaigns to ensure those who need help or support know how to access it.

107. Work continues to understand the recent government announcements for Ministry of Housing, Communities and Local Government (MHCLG) funding being made available (in-year) to support the local authority's response to domestic abuse and support to victims and their families. In preparedness of the new Domestic Abuse Bill coming into effect in April 2021, plans are now in place having been reviewed through Safeguarding Vulnerable People Partnerships as well as the Vulnerable People Stakeholder's group.

Overview and Scrutiny Engagement

108. This report will be considered by Overview and Scrutiny Management Committee on 26 January 2021, with members of the Executive and senior officers in attendance to answer members' questions.

Procurement Implications

109. A sequential approach to supplier relief was agreed earlier on in the response phase of the pandemic, ensuring that suppliers were pointed to central Government support where possible first and work with us on an open book basis when necessary. The Council has established an internal Commercial Board to provide oversight and assurance on the end to end procurement process around future contract activity and management.

Equalities Impact of the Proposal

110. Work continues to understand the impact of the pandemic on those with protected characteristics. Equality implications are being considered in the Council's decision making and any change to service provision. Recovery theme leads have embedded the use of a Health Equality Assessment Tool. The Community Resilience theme working with partners is leading on the work to enable Wiltshire's communities to be cohesive places where difference is celebrated.

111. Further information about some of the work undertaken by the Community Resilience theme is outlined in **Appendix 1**.

Environmental and Climate Change Considerations

112. An update on the council's response to the climate emergency is included on the Cabinet agenda as a separate item. It sets out all the council's activity to tackle the climate emergency which has been undertaken in the context of the COVID-19 response and recovery.

Risks that may arise as a result of a decision

113. Risks created by responding to COVID-19 are managed by CLT and ELT as part of the overall management process. No decision required, so no risks arising.

Workforce Implications

114. Government guidance about employment matters affected by the pandemic continues to be applied. The COVID-19 policy implemented in March 2020 sets out information for staff, including the application of policies and procedures to support response and during recovery, and will continue to be reviewed and updated following consultation with the trade unions.

115. The current national lockdown has been taken into account in communications to staff and this has included reminders about their role in adhering to the COVID-19 restrictions and to reinforce the need to work at home wherever possible. This has included a further review of those staff who have been accessing the workplace for essential service delivery, wellbeing or adhoc reasons to ensure every step is being taken to limit the potential for transmission and these staff have being asked to reduce the amount of time they are in the workplace as far as possible.

116. Work to identify staff in frontline health & social care who are a priority for a COVID-19 vaccination has been taken place and we are working with the CCG and our health partners to access the vaccinations for these priority staff as soon as possible.

117. The organisation recovery programme is continuing to take steps to assess, evaluate and review the way in which the workforce has operated during lockdown so that the positive changes can be embedded to so that new opportunities to deliver services differently can be identified.

Conclusions

118. Wiltshire Council continues to play a critical role with its partners and the local community in responding to the impact of the coronavirus in the county.

Terence Herbert, Chief Executive

Report Author: Layla Bridger, Recovery Project Support Officer
25 January 2021

Appendices:
Appendix 1: Additional detail on work under themes and on Organisation Recovery
Appendix 2: Summary of Wiltshire Highways Achievements 2020
Appendix 3: Key government announcements provided since last cabinet report

Appendix 1

Health and Wellbeing – additional information

Homelessness

- We are seeing a significant increase in single homeless and less of families, this is causing a challenge in regard to finding suitable temporary accommodation as most of our accommodation is tailored for family use. We currently have 72 households in temporary accommodation with a total of 65 children. Since April we have carried out a total of 1661 homeless assessments and 437 homeless preventions and have managed to move on 67 rough sleepers into more suitable longer-term accommodation.
- We believe the reason for the reduction in homelessness in families is due to the restriction on evictions. On the 11th January, the Government updated guidance to explain the possession action process in the county courts, including the extension of measures to prevent the enforcement of evictions, and to provide information about how these operate. https://www.gov.uk/government/publications/understanding-the-possession-action-process-guidance-for-landlords-and-tenants

- More families have the right to remain in existing accommodation during this pandemic which is allowing the housing team to increase in its prevention work which we have seen more than a 100% increase in this area of work.
- Our rough sleeper grants have all been successful and we are progressing well with both the short term and long-term Next Steps accommodation programme. The four properties we received capital funding for are all under offer and will complete before March 31, and we have launched our 1st housing 1st model, which is going well, and we intend to build on.
- Further grant money has become available to bid for and we will be working with the homeless forum to come up with some proposals on how this money could be spent to help the reduction and response to the prevention of homelessness

Anti-social behaviour
- Next steps are being taken with the wider ASB (Anti-Social Behaviour) group to define ASB, it's types, their links and differences; to then understand applicable, effective, and joined up/isolated responses. The Salisbury City Centre group are keen to resolve issues closer to the root and positively.
- National PHE (Public Health England) guidance supports our approach - to work in an intensive, person-centred, strengths focused way with clients as equal partners in this process, not recipients, and a blueprint is being developed.

Substance misuse
- We continue to work closely with Motiv8, who support children with substance misuse, on their digital offer.
- Turning Point continue to support those most vulnerable. An increase demand for scripts has been seen and managed successfully. Their online offer continues to grow as do their online workshops.

- Dual diagnosis work is progressing and pathways for both adults and children are close to being finalised. Alcohol clients remain the most prevalent in our treatment services. Local and national campaigns to ensure safe drinking advice is shared as widely as possible are being worked on.
- The current lockdown has not changed the delivery models of either service.

BSW Mental Health / Learning Disability / Autism
- Work is underway to bring partners and localities together to co-design our response to the national community services framework for mental health.
- AWP have faced significant pressures in hospital and the Council is working closely with them to facilitate safe discharges from the wards.
- The learning disability and autism spectrum condition programme (and the 18-25 pathway) have restarted and the LD/ASD programme continues to operate.

Care, Safeguarding and Education Theme – additional information

FACT
- The FACT Executive and Operational Boards continue to oversee the delivery of the revised programme structure focussing on the agreed priority projects;
  - Early Support Assessment - implementation plan
  - Inclusive approaches - alternative education provision
  - Young People's Service - multi agency staffing, Contextual Safeguarding and data sharing related to Child Exploitation
  - School Readiness - speech, language and communication in the early years
  - Integrated Working - MH/LD/ASD
  - Transitional Safeguarding - older adolescents and young adults

- The current focus is on ensuring each project has an effective multi-agency project board driving its progress and a clear set of objectives and milestones.
- The FACT Operational Board is planning to hold a workshop session during March/April 2021 to reflect on the impact that Covid has had upon services and service; the outcome of these discussions will inform current and potential future FACT projects.

Community Resilience Theme -additional information

The community resilience partnership will no longer be meeting during response in order to redirect Council resource to other response activity.

Youth Provision Task and Finish Group

A meeting of Wiltshire Community Foundation, Youth Action Wiltshire, Community First and Wiltshire Council officers representing sports development and relevant statutory services, will be taking place to understand the impact of the third lockdown

on youth provision, the current funding position of key youth organisations, the status of youth outreach offers and any gaps in current provision.

Inequalities workstream

- Wiltshire Racial Equalities Council, Wiltshire Multi-Faith Forum, Wiltshire BAME Officer Network and our Community Engagement Managers are assisting BSW CCG Engagement Team with engaging marginalised groups in the roll out of the COVID-19 vaccine.
- Carer Support Wiltshire have approached the Wiltshire BAME inequality group to support with referrals to a 6-month project increasing referrals and support for BAME carers.
- Communications materials regarding LGBT+ specific support during lockdown have been reissued for Lockdown 3.
- The "Get Connected" multiagency digital inclusion group: AbilityNet have taken over the work previously carried out by Wiltshire Online Digital Champions, working with older people to improve digital skills.   The project have 50 Chromebooks to be distributed to those without equipment. Julian House are linked in with the group to address specific needs of Gypsy, traveller and boater communities with the potential for these groups to benefit from Project Mercury (Old laptops renovated by Military Technicians for reuse in the community). This work is linking into activity from our Education team on digital access.

Organisational Recovery-additional information

In addition to the work that has launched and set out in the report there are other initiatives that continue to be developed in the programme workstreams. Some further examples are below.

Workspaces & Workplaces

- Focus groups with senior management teams commenced in January 2021 to understand specific service requirements and to help teams to re-imagine how they use desks, breakouts, collaboration space and storage, and to understand and promote the ways in which technology can support new ways of working and service delivery models. To support this the roll out and training on the full suite of Office 365 tools continues as part of this workstream.
- Initiatives scheduled to launch once restrictions on staff access to the workplaces is lifted include:
    - The trial of a new office layout in Monkton Park will commence once restrictions on staff accessing the workplace are lifted. The new layout aims to optimise space and provide a modern, flexible and effective workplace that meets the needs of our services, staff and customers.
    - The trial of a desk booking app will also be trialled once restrictions are lifted, this app will support the aim to optimise and have efficient use of our workplaces.

High Performance Culture

- Following the launch of EPIC Values in Autumn 2020 these continue to be embedded in workplace policies, processes and practices. The values set out what we expect of staff, and what they can expect from the Council as an employer and define the culture of the organisation.

- Initiatives being developed in this workstream include:
    - 360° Appraisal. This will be launched soon as a pilot for the senior leadership team. This type of appraisal approach provides a safe, confidential, and reliable way for colleagues to provide feedback and gives valuable insight into current leadership performance allowing action to be taken quickly to improve performance where relevant.
    - EPIC Stars. This is a new staff recognition scheme that will replace the Achieving Excellence Awards. The new scheme will include recognition for staff as well as foster carers, volunteers and shared lives carers. It will also incorporate recognition for long service.
    - Leadership & Management Programme. The programme has been reviewed and will relaunch in April. The new programme will be supported by assessment centres and will focus on leading high-performance teams.
    - Inspiring Performance Toolkit. This is being developed to support mangers to lead and develop high performance teams.

- Sub-groups under this workstream also include:
    - Evolve. The Evolve programme is progressing with the procurement of a new iCloud-based ERP system. This will replace SAP and will provide support the wider organisational recovery programme in transforming business processes enabling organisational insight to support evidence-based decision making and policy.
    - Business intelligence – this has two strands working together, and alongside other workstreams such as Evolve, to deliver business insight. The technology strand is underway with kick-off meetings that took place w/c 18 January with consultancy Agilysis, who will support the development of our data analytics capability and tools, and the appointment of a Data Manager in ICT. Alongside this we need to ensure that we have the right culture, skills and structure in places across the council to add insight and analysis to the data and intelligence the technology gives us. Work has started to identify a "community of practice" across the council and to engage with relevant managers and staff to understand how we can share best practice, skill and support the development of a business intelligence culture.

Agile Workforce

- A wide range of initiatives are taking place as part of this workstream. These include:
    - Agile work pool. This will launch soon and will enable staff to self-select themselves into the pool providing information on their knowledge, skills

and experience. This will support flexibility in the workforce, who can be deployed to meet business priorities more easily.

- Careers website. A new Careers website will be procured for launch later this year. This will be developed to ensure the site reflects our brand, values and benefits of working for the Council and so that our vacancies are visible in the marketplace that candidates now use to search for jobs, e.g. google for jobs. We will also aim to ensure the candidate experience is seamless and reduce the number of 'clicks' between advert to application to support our hard to fill roles.

- Youth Friendly Employer. Work to become a Youth Friendly Employer is underway as part of this workstream. This is an initiative that shows young job seekers that they matter. Work to provide access to the Kickstart scheme is underway as well as the provision of work experience for students studying T level qualifications. Alongside this, steps to advertise vacancies as apprenticeship opportunities are being taken with the aim of apprenticeship being the default position on all jobs at an entry level and where an apprenticeship standard exists.

- Career step grades. This approach to improving staff development and retention is being piloted within the housing repairs team and will then be rolled out more widely. These careers step roles aim to give staff the ability to progress into roles where they don't fully meet the person specification, supported by opportunities to gain experience, access to training and, where appropriate, completion of qualifications using the apprenticeship levy where possible. On completion of training and/or qualifications together with satisfactory performance they will move fully into the role. This will support staff to change direction in their career path, enable us to "grow our own" and enable more flexible redeployment of displaced staff.

- Generic role descriptions. These are being used for all recruitment to business support roles and will remove the need for individual role descriptions for each role. This will support more flexible deployment of staff in these roles. Evidence from the COVID-19 response is that these roles have been in the most demand.

Appendix 2- Highways activities during COVID-19

Recent Activities at Stonehenge

Highways have worked with a multi-agency team lead by Police to deal with encampments near A303 at Stonehenge. This has mainly been on National Trust land, but following a request from Police to restricting access to adjacent byways, a Temporary Traffic Regulation Order has been placed to close Byway 12 to all traffic and this has been in place since the byway was closed for winter solstice. We continue to monitor the encampments in that area.

A summary of Wiltshire Highways Achievements 2020 is below. The full [Highways annual report](#) can be found online under Environment Select Committee meeting on 13 January 2021.

Key achievements include:-

- Continued to deliver essential highway maintenance during COVID-19 lockdowns with safe working methods put in place by contractors.
- Resurfaced 58.4 km of road since March.
- Retextured 11.5 km of road to improve skid resistance.
- Resurfaced 4.8 km of footway.
- Filled 12,354 potholes (to end of November) – over 20% more than in previous year, taking advantage of low traffic.
- Installed 17,364 new energy efficient LED streetlights (to end of November).
- Completed localised road repairs at 81 sites, comprising 25,309 sqm of repairs.
- Completed 19 verge repair sites on over 15km (9 miles) of road.
- Carried out 12 major bridge maintenance schemes.
- Implemented 8 traffic engineering schemes, 5 CATG schemes, 6 Cycle infrastructure schemes, and 6 schemes to improve journeys to school.
- Introduced road space reallocation projects in Devizes, Malmesbury and Bradford on Avon to facilitate social distancing.
- Introduced and removed traffic management measures for People Friendly Salisbury scheme.
- Carried out 67 signing and road marking schemes.
- Processed 12,500 permits for works on the network, including 3,500 for the Councils own highway works.
- Implemented 29 drainage improvement and flood alleviation schemes.
- Carried out drainage CCTV surveys at 48 sites and removed 164 tonnes of silt and debris from drainage systems.
- Diverted 4,500 tonnes of material from landfill by recycling highway waste materials.
- Inspected 520 bridges. Based on nationally recognised bridge condition indicators the Wiltshire bridge stock is in good condition.
- Dealt with effects of storms Ciara and Dennis at the start of the year when hundreds of trees were blown over on two consecutive weekends.
- Worked with Badminton and Bowood Estates to remove over 1,000 private and highway trees close to roads which were becoming unsafe because of Ash Dieback disease.

- Surveyed main roads for potential Ash Dieback disease and identified 4,100 needing removal next year.
- Carried out 31 primary and 2 secondary precautionary salting runs in 2019/20. This years gritting operation is currently ongoing.
- Commented on the drainage aspects of over 800 planning applications, with just under half being major applications.
- Awarded new major contracts for road surfacing, surface dressing and tree maintenance.
- Submitted Outline Business Case for A350 Chippenham Bypass (Phases 4&5) to DfT.
- Progressed design of M4 Junction 17 improvements and A338 Salisbury Junction Major Road Network (MRN) schemes.
- Worked on Highway England's A303 Stonehenge scheme to discharged Council's statutory duties in relation to this Nationally Significant Infrastructure Project
- Undertook public consultation on A350 Melksham Bypass scheme options.
- Assisted with Future High Street bids for Salisbury Railway Station
- Forecourt and Fisherton Street, Salisbury, and provided technical support for the Future Chippenham scheme.
- Worked with Environment Agency to develop Salisbury River Park proposals which are currently the subject of a public consultation.
- Contributed to develop the Sub National Transport Body strategies and plans, as being chaired by Cllr Wayman.
- Continued to maintain highways development control levels of service despite increase in activity and limitations on site access.
- Implemented Traffic Orders using new Covid-19 related powers to ensure they are progressed despite publicity constraints.

Appendix 3- Key government updates provided since last Cabinet report

- Schools can order laptops and tablets through the '[Get help with technology service'](#) to support remote education

- A further 300,000 [laptops](#) and tablets are being made available to help disadvantaged children and young people learn at home.

- Guidance issued for people who are [Shielding and protecting people who are clinically extremely vulnerable.](#)

- The Government set out how it will work with the NHS, devolved administrations, local councils and the armed forces to deliver the [vaccination programme](#)

- [Lateral flow testing](#) to target testing people who are unable to work from home during the national lockdown

- National free [school meal voucher](#) scheme goes live, includes option of supermarket gift cards as well as lunch parcels, caterer or other local solution

- The Test and Trace payments scheme will now continue until the end of March 2021, the Government has confirmed. The Department of Health and Social Care (DHSC) has written to councils this and confirmed additional funding for both the main payment and the discretionary payment

- **Indemnity support:** In a [written statement to Parliament on indemnity in care settings](#), Minister for COVID Vaccine Deployment, Nadhim Zahawi set out the intention to develop "targeted and time-limited state-backed indemnity" for CQC registered care homes unable to secure sufficient indemnity cover to be approved as a 'designated setting' able to accept care home residents who are COVID positive on discharge from hospital.

- The Government has [announced a £120 million fund](#) for councils which is intended to boost staffing levels as staff absence rates rise in care homes and among home care staff. The funding is intended to increase workforce capacity in the care sector and can be used to provide additional care staff where there are shortages, free up experienced and skilled staff to provide care instead of undertaking administrative tasks and support staff to increase their hours, through overtime or by meeting childcare