

AGENDA SUPPLEMENT (2)

Meeting: Overview and Scrutiny Management Committee

Place: Online Meeting

Date: Tuesday 9 March 2021

Time: 10.30 am

The Agenda for the above meeting was published on 1 March 2021. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email kieran.elliott@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

6 **Covid-19 Update (Pages 3 - 22)**

The Covid-19 Update to the Cabinet meeting on 16 March 2021 is attached, together with extracts from the Health and Environment Select Committees.

DATE OF PUBLICATION: 8 March 2021

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Wiltshire Council

Cabinet

16 March 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 February. Since the last report a roadmap to exit lockdown has been published by the Government. Whilst shadow recovery work has paused to enable resource to be fully focussed on response, work is underway to build a roadmap for Wiltshire as we exit lockdown. Support for businesses, vulnerable groups, care homes and educational settings continues.

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 and to note that the stay at home message continues until 29 March
- Continue to encourage residents to attend for vaccination when invited and to continue to follow national guidance after vaccination
- Encourage residents to consider postal vote for the upcoming elections
- To note the work underway to support response activities and roadmap development as we exit lockdown

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

16 March 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. To provide a brief summary of the key activity to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in February.

Background

2. As of Monday 1 March, 4,182,009 people in England have tested positive for COVID-19. Further information is available [online](#). The data also suggest that there were a total of 122,953 deaths within 28 days of a positive test of which 108,422 were in England.
3. As of 1 March 2021 in Wiltshire there have now been 16,336 people who have tested positive for COVID-19 and the rate of cases per 100,000 in Wiltshire in the last 7 days was 78.0, which is below the national average of 101.6. Up to 12 February in Wiltshire there have been 757 registered deaths in total that included COVID-19 on the death certificate.

Main Considerations for the Council

4. The Prime Minister announced on 22 February a [roadmap](#) out of lockdown. In the week of 8 March 2021 schools began to reopen. Care home residents can now be visited indoors by a single, named individual. Whilst the stay at home message remains people can leave home for recreation as well as exercise with their own household, support bubble or one person from another household. From 29 March the rule of 6 (or 2 households) will apply outdoors, along with the reopening of outdoor sports facilities. Further steps have been outlined for April, May and June providing key measures are met.
5. The announcement of the Budget 2021 confirmed that the test and trace payment scheme will continue until the summer, and the furlough scheme and support to self-employed will continue until September 2021. All key points can be found [here](#).
6. Wiltshire Council is building a roadmap plan with immediate and longer-term actions required as we exit out of lockdown and move towards recovery. This

will continue to be reviewed at each and in line with government announcements.

7. A public webinar was held on 2 March to discuss the roadmap and what this means for Wiltshire which again was well received.
8. Wiltshire Council is ensuring that upcoming elections for unitary divisions; city, town and parish council elections; the Swindon and Wiltshire Police and Crime Commissioner election; and various Neighbourhood Plan referendums are being held in COVID-19 secure ways. Residents are being encouraged to, where possible, vote by post this year and to register for this sooner rather than later, by visiting www.wiltshire.gov.uk/elections. For those wishing to vote in person all election stations will be COVID-19 secure. Results in Wiltshire will be announced on Friday 7 May, Saturday 8 May, Sunday 9 May and Monday 10 May.
9. Wiltshire Council has continued to operate in response mode for the COVID-19 pandemic. Gold meetings continue to meet which feed into weekly multi-agency response groups SCG (strategic Coordination Group) and the TCG (Tactical Coordination Group).

Test and Trace and Isolate

10. As of 4 March 97% of Wiltshire cases have been successfully contact traced through either NHS Test and Trace or our local tracing partnership. The local team continue to work hard to reach local residents by phone or email and where applicable are undertaking doorstep visits to ensure that every case has the opportunity to complete contact tracing with one of our trained staff. During the doorstep visits, individuals are encouraged to engage with our local contact tracing team, who can then provide them with individualised self-isolation guidance for them and their households. Individuals are also provided access to support services to facilitate and support adherence to self-isolation requirements, thus reducing risk of COVID-19 transmission in our communities.
11. People are reminded to provide full and accurate contact details when accessing COVID-19 testing and asked to answer the phone if NHS Test and Trace try to contact individuals via 0300 013 5000 or the local team via 0300 456 0100.

Community Testing

12. Wiltshire received sign off by the Secretary of State for our community testing programme, which aims to test asymptomatic people from smaller businesses (50 employees or less) where staff are unable to work from home, as well as early years staff based at private and non-maintained nurseries. This is being done in partnership with Department of Health and Social Care.
13. Devizes was the first site to open, with sites now also operating from Salisbury and Chippenham and with one opening shortly in Trowbridge.

14. The sites operate a booking process and will use the self-administered lateral flow tests, which provide a result within 30 minutes.

Community Collect testing scheme

15. The Government has announced a new Community Collect model will be launching so that families, small businesses and the self-employed can take away rapid tests from some council sites. People will also soon be able to have rapid lateral flow tests delivered straight to their home, allowing them to carry out tests when it is most convenient. The approach for this in Wiltshire is currently being scoped and planned.

Mass Vaccination

16. The NHS has said that the programme to vaccinate those in cohort 5, which is people of 65 years of age and over, is almost complete across Bath, Swindon and Wiltshire. Positive progress is also being made on Cohort 6, which represents people between the ages of 16 and 65 with underlying health conditions, and that could be completed by Mid-March. Across the whole of Bath, Swindon and Wiltshire, more than 300,000 vaccinations have been provided so far.
17. As part of the NHS led programme to roll-out COVID-19 vaccinations to those in the nationally defined cohorts 1-4, Wiltshire Council has acted as the co-ordination point for COVID-19 vaccinations for the front-line social care workforce.
18. Under this activity, the Council worked closely with CCG and NHS partners to enable all eligible frontline staff/volunteers to access vaccination appointments.
19. The Government introduced the National Booking System on 11 February and remaining eligible staff/volunteers are able to arrange their own appointments via a phone/online booking system.

Outbreak Management

20. Where outbreaks occur in a setting, the Council 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.
21. Due to the current outbreak at HMP Erlestoke we are working closely with Public Health England (who are leading on the outbreak), the prison and other partners to ensure all appropriate measures to reduce the transmission of COVID-19 are being undertaken. We have arranged whole prison testing for staff and prisoners which is being undertaken on three separate occasions over the period of a month to identify further cases and to reduce the length of the outbreak.

22. We are continuing to support our educational settings, including early years in the event of a positive case of COVID-19.

Community spaces and engagement

23. From 29 March outdoor courts and pitches will reopen for bookings under COVID-secure risk assessments.
24. On the 12 April, at the earliest, we will be looking to reopen council leisure centres and libraries. The 21 libraries already operating an order and collect service will move to a browsing service with bookable computers, operating a COVID-secure model previously managed. A staggered approach to reopening the remaining libraries is being worked through including our volunteer led libraries, seeking to have all libraries open as soon as possible.
25. Indoor leisure centre and gym session times will be via bookings only as per previous operational periods during COVID-19, allowing for social distancing and cleaning between sessions. Swim school and gymnastics school will recommence however no group exercise, or indoor adult group sports will be allowed.
26. The Swindon and Wilts History Centre will reopen with COVID-secure measures in place. Visitors will be required to pre-book and pre-order documents, with spaces limited each day. Documents will be quarantined 72 hours before and after use.
27. Guidance is expected from Sport England (SE) and respective National Governing Bodies of Sport (NGB), including The Ramblers for Get Wiltshire Walking, which will determine how activities, such as Walking Sports, will be delivered. Communications will be provided to sports clubs to provide them with links to SE and NGB guidance to support their activity delivery.
28. Wiltshire Together community champions will continue to promote COVID 'safe behaviours' across the community.

Public transport

29. To maximise social distancing at peak times concessionary travel restrictions will be reapplied from 8 March. The bus network will be carefully monitored by the Council and the bus operators at the various stages of the roadmap to ensure that social distancing can be maintained, until such time as there is no requirement to adhere to it.

Wellbeing Hub

30. Since the end of February 2021 the government extended its clinically extremely vulnerable criteria and as a result the hub has had a significant increase in activity (over 7,000 new people identified as being CEV). The hub has continued to identify and contact these people and offer them support as well as continuing 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.

31. The Wellbeing hub partnership group (including voluntary and community sector organisations) met weekly during the initial response phase. These meetings have continued since their inception and now meet fortnightly to ensure a multiagency response is in place.

Care Homes

32. Resident cases have dropped significantly, with a 66% reduction in the 7-day rolling average (from 4.6 on 14 February to 1.6 on 21 February).
33. Staff cases have seen a 29% reduction in the 7 day average, from 4.0 on 14 February to 2.9 on 21 February. Both staff and resident cases are now close to their pre-Christmas levels. We have, unfortunately seen a number of deaths with a cumulative total of 355 deaths in care homes since 28 March 2020.
34. We are working with care homes on the co-ordination of safe visiting following the announcement that as from 8 March every care home resident in England will be able to nominate a single named visitor who can come in for a regular visit. The visitor will be required to take a rapid lateral flow test every time they visit, wear PPE and keep physical contact to a minimum.

Health and Care

35. Since the previous cabinet report, COVID-19 infection rates have been decreasing in the community and acute hospitals. This position has now been sustained over a period of weeks. As a result, actions are being taken to de-escalate the additional capacity that was purchased during the period of increased demand. At the peak, there were approximately 200 beds in use in a number of care homes. This compares to the standard bed base of 105. Demand also continues to be high within the Home First pathway.
36. The Hospital Discharge pathway funding that has been in place since the start of the pandemic has been extended for the first 6 weeks of 21/22 financial year. This funding had been expected to cease at the end of March 2021. Currently the first 6 weeks of additional care costs for an individual are funded by the CGC post discharge and this will now end mid May 2021 with some of the financial cost reverting to the Local Authority. Local discussions and planning are taking place across the Wiltshire system in terms of alternative arrangements. The Council and CCG are looking to build on some of the positive practices that have been developed over the last year.
37. Our current PPE supply continues to meet the demands of the business across Wiltshire. These reports identify Wiltshire Council having between 3-5 months' supply across lead PPE items and the LRF having approx. 12 months' supply. In addition to our current arrangements to provide PPE supplies across a range of providers, Department for Health and Social Care (DHSC) approached Local Authorities (LAs) and Local Resilience Forums (LRFs) to ascertain if they would be willing to distribute PPE to 'extra resident unpaid carers'. Wiltshire Council implemented an order and delivery process for unpaid carers/foster carers to use. This was achieved by internal teams

liaising and working with Carer Support Wiltshire and will remain in place until further notice.

38. Work continues with the Elections team to meet their PPE requirements. DHSC will be providing LAs/LRFs with hand sanitiser for the elections and Wiltshire Council is liaising with them to ensure supplies are received. Discussions with all parties concerned are taking place i.e. procurement, elections and waste.
39. DHSC continues to improve the supplies available on the Govt PPE Portal with FFP3 masks now available for ordering. In addition DHSC are rolling out a second pilot involving a new transparent mask to those LA's/LRF's which have requested to be involved. We have requested to take part in this pilot as per the initial pilot.
40. Monthly reviews continue with procurement to ensure commercial suppliers have adequate stocks/lead times with discussions regarding post Brexit. There are currently no concerns.

Education

41. Pupils and students in all schools and Further Education settings started to return to face-to-face education from 8 March. Schools are required to undertake twice-weekly testing of teachers and secondary school and college pupils. Students will undertake the first three tests in school before moving to home-testing. Primary school staff will continue to take two rapid coronavirus tests each week at home. The Council will be providing staff to support schools with their COVID-19 testing. All early years group settings will receive lateral flow tests for home testing from mid-March. Childminders will be able to access community testing.
42. Messaging over parental confidence to return to school is being provided.
43. Messaging has been provided to schools over the use of face coverings in Educational settings which has now been extended for a limited period to all indoor environments, including classrooms, unless 2m social distancing can be maintained. Face coverings are now also recommended in early years and primary schools for staff and adult visitors in situations where social distancing between adults is not possible, for example, when moving around in corridors and communal areas.
44. Home to school transport resumed fully, in the same way it did prior to the current lockdown, from the 8 March. The duplicate vehicles that were in operation before this lockdown will be re-instated to ensure that social distancing can be maintained at peak time and that the general travelling public can be separated from school pupils.
45. To date within early years childcare provision there have been 90 bubble or setting closures, affecting 13% of childcare providers. These providers have applied for lost income support. All settings have received the one-off payment for PPE and enhanced cleaning which has been appreciated. Some settings

- have a CEV member of staff who is shielding, and they will receive funding to support the additional costs involved.
46. A weekly attendance survey is undertaken of early years setting and during the week commencing 22 February 90% of those settings responding were open, this is an increase from 70% of settings at the beginning of January.
 47. Positive cases of COVID-19 within schools have declined significantly across term 3 and into term 4. There were 57 confirmed cases with pupils and 57 for staff in February in comparison to 111 pupils with a confirmed case in January and 122 with staff.
 48. The attendance of our Child Protection Children and Children in Need has increased from 65% at the start of January to 83% on 26 February. In the absence rate we have also taken into account children that have been asked to self-isolate due to their bubble bursting. Non COVID-19 related absence for this group has decreased from 26% in January to 16% as of the 26 February.
 49. The daily register will continue to be completed by all Wiltshire schools until the Easter break where we will continue to monitor the attendance of vulnerable pupils and those with an Education Health and Care Plan. The educational welfare service are identifying and devising PREPs (positive return to education plans) for children who have been out of school for a long time and would benefit from some extra support.
 50. Following the return to school from 8 March advisory teams will continue to provide virtual support to schools and settings as well as support for families through a virtual offer. In addition, where visits are needed to be undertaken to schools and settings these will take place when it is deemed to be necessary.
 51. Many holiday providers chose not to offer childcare clubs over February half term for financial and COVID security reasons, this resulted in a reduction in available childcare, specifically for key workers. A brochure was produced by the Council to advertise childcare and this exercise will be repeated for the Easter holidays and the brochure will be made widely available to all parents two days after the blue light key workers.
 52. DfE has published guidance on what schools, colleges and students need to know about the arrangements for awarding GCSEs, AS and A levels, Vocational and Technical Qualifications (VTQs) and other qualifications in summer 2021.
 53. Ofsted have completed 5 section 8 inspections during term 3 and will be continuing with this across term 4 until Easter. These inspections are ungraded and will continue to be held conducted remotely. All Wiltshire schools who have so far received a visit have been judged as taking effective action. Ofsted are yet to announce their inspection plans after Easter.

Economy

54. The Council will continue to provide support to businesses: through the payment of the grants announced by the Chancellor in the budget; through supporting businesses to reopen successfully including advice e.g., legionella, signage, guidance on fresh air flow etc .
55. The Council is also supporting the promotion of pavement licences' and will continue to work with partners to ensure high streets are operating in a safe manner, utilising funding such as the Returning High Streets Safely funding and the Restart Grants.

Excess deaths

56. As part of its responsibilities for dealing with excess death, the Council produced a plan soon after the start of the pandemic and put in place facilities at Salisbury District and Great Western Hospitals for receiving the deceased patients that could no longer be managed by the hospitals and the funeral sectors. The plan covered the area of our Local Resilience Forum, which includes Swindon.
57. With the rapid rise in COVID-19 deaths in December, the Council received requests from both hospitals for use of its temporary facilities. They were brought into use on 22 December and stayed in use throughout January and February, holding up to 75 deceased at its peak at the end of January. Throughout this period Council staff volunteered to provide transport and manage the facilities. As the numbers of Covid deaths have dropped, the hospitals can once again deal with the fatalities within their existing morgues, and the Council facilities are stood down. We are now working with other partner agencies and Ministry of Housing, Communities and Local Government to plan the closure and removal of the storage infrastructure.

Homelessness

58. The eviction ban will be ending on 31 March 2021 and Wiltshire Council will be supporting any residents affected and will promote the ways they can get support from the council. Homeless demand from families over a year would average about 300 due to evictions and a full homeless duty owed by the Council. It remains to see whether that pent up demand will be released when the ban on evictions is lifted.
59. A priority area is the significant increase in demand seen across the Homes4wiltshire service, with new housing applications being received each month doubling from an average of 400 to 800 applications a month.
60. The government has announced that from June 2021, care leavers up to the age of 25 and those under the age of 25 who have spent at least three months in a homeless hostel will be exempt from the Shared Accommodation Rate in Universal Credit and Housing Benefit, helping more vulnerable people access suitable housing.

Organisational Recovery

61. Capacity for this programme has continued to be impacted by the requirement to support response, particularly on the ongoing redeployment of staff to support critical response work, COVID-19 secure election preparations and the reopening of schools. Despite this however, good progress continues to be made across all workstreams.

Details of work already completed and launched are in **Appendix 1**.

62. The main priorities of the programme for March are:

- Preparation for the return to workplaces when it is safe to do so and the communication of a road map for staff to return to the workplaces.
- Phase 1 of this will outline plans up to the point when step 4 of the government road map is in place (earliest 21 June) and while government advice to work at home remains in place this will focus on staff who require access to workplaces to deliver services or for wellbeing reasons.
- Phase 2 will focus on a road map beyond this date for a wider return to workplaces for all staff.
- A Member survey to capture views about virtual working will feed into these proposals.
- Opportunities to pilot changes to the way workspaces will be set up, including meeting spaces and desk layouts within the hubs, will take place when it is appropriate to do so.
- Reviewing and aligning policies and procedures to support return of staff to workplaces.
- The move of current telephony onto MS Teams for most staff.
- A staff wellbeing Q&A session on 12 March will focus on providing information and answering questions about the COVID-19 vaccination programme to support staff who maybe anxious.
- Finalising a Workforce Inclusion Strategy and an action plan with clear measures will be developed for approval by the programme board. Communication with staff about the strategy has started including the launch of a diversity and inclusion section on the new intranet, EPIC Hub.

63. Plans to introduce a Mental Health advocate scheme across the council have been developed for review by the organisational recovery programme board in March with the aim to introduce the scheme in the Spring.

64. Finalising agreement on an upgrade to the current online payments system to ensure compliance and efficiency for current payments and enable additional channel shift to online payments.

Financial Implications

65. The Councils financial position for the 2020/21 financial year is not significantly changed from the Quarter 3 position, a £13.571m underspend that was set aside in additional earmarked reserves, as reported to Cabinet in February. The provisional outturn will be reported to Cabinet in June.
66. The Council has had confirmation that any balance on the significant funding it has received through the Contain Outbreak Management Fund from the Department for Health and Social Care (DHSC) which, including the latest announcement as per above, stands at £6.7m can be rolled forward into next financial year. Where activity has involved our Public Health teams e.g. track and change, COMF funding will be utilised to support this activity with any resulting variance against the annual Public Health grant also being rolled forward to ensure the delayed activity on Public Health can take place in the future.
67. Since the last budget monitoring report additional funding allocations have also been confirmed for Workforce Capacity Fund for adult social care of £0.9m and Adult Social Care Rapid Testing of £1.6m. These grants are expected to be fully spent or where balances remain unspent at the year end these will be returned to DHSC.
68. It is anticipated that any further underspending against service provision by year end will be transferred to the latent demand reserve, but this will be confirmed in the provisional outturn report.

Legal Implications

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

Safeguarding Implications

70. Children's safeguarding services have continued to be delivered in line with practice standards and statutory guidance. Face to face visiting to children has continued for all unless otherwise indicated through risk assessment. Our key performance indicators remain strong.
71. The Safeguarding Vulnerable People's Partnership has, at our request, completed a COVID-19 Safeguarding Review. Through this, individual agencies have reviewed their practice during the COVID-19 period to identify good practice and areas where they, or the partnership, could strengthen safeguarding practice. Coinciding with the review our Children's MASH has seen a 20% increase in contacts, this is reassuring as it is now reversing the trend seen earlier in the pandemic and we can be more confident that the safeguarding partnership is identifying and responding to children who are at risk but less visible due to the impact of lockdown.
72. As we look forward to an ending of lockdown and relaxation on social distancing measures we expect the volume of work to continue to rise. In

readying ourselves for this we are working with partners to provide additional support to families and children, for example the Light House Project (a new initiative in partnership with Oxford Health to deliver an intensive intervention program where long-term neglect is a concern) and the NSPCC Let the Light In Project (a bid to pilot a new intervention for children who have been sexually abused). Throughout the pandemic we have seen the partnership working together well to ensure services continue to be delivered effectively; our Vulnerable People partnership meetings will continue to be held on a fortnightly basis so that emerging challenges can be identified and overcome.

73. The Wiltshire Health Based Place of Safety at Green Lane Hospital continues to accommodate service users from BANES as well as Wiltshire and Swindon as agreed at the start of the pandemic to reduce pressure across the wider police, mental health and social care system. This has had a positive impact on service users across Bath and North East Somerset, Swindon and Wiltshire.

74. Both Mental Health and Learning Disability social care departments continue to report significant pressure on services due to the complex nature of people's presentations. This is closely monitored through the Bath and North East Somerset, Swindon and Wiltshire MH and LD recovery and restoration group as well as the Wiltshire MH/LD group.

75. Central government announced the details for the new £125 million funding allocation to Local Authorities to support the costs of the new duty on the provision of support within domestic abuse safe accommodation services for 2021-22 (subject to the successful passage of the Domestic Abuse Bill). Wiltshire has been allocated £830,051 for 2021-22.

Overview and Scrutiny Engagement

76. This report will be considered by Overview and Scrutiny Management Committee on 9 March 2021, with members of the Executive and senior officers in attendance to answer members' questions.

Procurement Implications

77. 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

78. 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.

Environmental and Climate Change Considerations

79. An update on the council's response to the climate emergency was included on the February Cabinet agenda. 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 and includes a climate strategy discussion document for comment. Since the February update, the council has been [successful](#) in securing £546k from the Green Homes Grant Local Authority Delivery scheme. This funding will be used during 2021 to improve the energy efficiency of 100 low income and low performance council homes through a whole house retrofit.

Risks that may arise as a result of a decision

80. Risks created by responding to COVID-19 are managed by Corporate Leadership Team and Extended Leadership Team as part of the overall management process. No decision required, so no risks arising.

Workforce Implications

81. 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.

Conclusions

82. Wiltshire Council continues to play a critical role with its partners and the local community in responding to the impact of COVID-19 in the county.

Terence Herbert, Chief Executive

Report Author: Layla Bridger, Recovery Project Support Officer
8 March 2021

Appendices:

Appendix 1: Additional detail on work under Organisation Recovery .

Appendix 1

Organisational Recovery

Areas of work progressed already as part of this programme include:

- The launch of the Organisational Recovery intranet pages and strategy – this provides all staff with information about the programme. Regular monthly communications updating on main workstream activities will be sent to help engage all staff with the programme.
- The continued roll out of “Our Identity” through service meetings, manager forum sessions and the Chief Executive and Director vlogs.
- 17 Senior Management Team facilitated sessions with directors and heads of service from across every service area have taken place so far to ensure they are engaged and involved in the development of proposals about the future use of workplaces. These sessions have been positive and have indicated that there is widespread support to take this opportunity to use workplaces differently as restrictions are lifted and staff return.
- Evolve (SAP replacement) invitation to tender was issued on 12 February and is awaiting responses.
- 360 degree appraisals rolled out for senior managers.
- Initial community of practice meetings took place for Business Intelligence workstream and first pilots have taken place, supported by Agilysis.
- Initial career step pilots have been progressed to support agile working in two service areas
- Following agreement at Council the capital receipts funding of £1.2m is confirmed and governance processes are being put in place to ensure this supports the realisation of the programme aims and delivers efficiencies.
- A separate customer experience workstream has been added to the programme (previously part of the agile workstream) to ensure a higher level of focus, and leads and priority actions have been identified.

Extract of the Environment Select Committee minutes – Covid-19 Update – 3 March 2021

The Chairman introduced the report from the Council's Chief Executive providing a summary of activity to mitigate the impact of the coronavirus in Wiltshire. The report provided in the Agenda pack was considered by Cabinet on 2 February and by Overview & Scrutiny Management Committee on 26 January. It is therefore a little out of date.

It was noted that all of the council's select committees would be receiving the COVID-19 update report and, to avoid duplication, members are invited to focus their questions and debate within this select committees' remit only.

Cllr Richard Clewer, Cabinet member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities provided further in-depth detail on the Council activities undertaken and in particular highlighted the activities of the Highways Team and Waste Team during the pandemic.

Cllr Clewer, Cllr Sturgis Cabinet member for Spatial Planning, Development Management and Property, along with his officer team responded to the following issues that were raised during the discussions:

- The impact of COVID-19 on the collection and use of Section 106 contributions from developers. Cllr Sturgis reported that the Council has good working relationships with developers and any instances where there are issues in connection with Section 106 contributions should be reported to the Director of Highways & Environment for further investigation.
- Pressure on the Discretionary Grant Scheme, the type of businesses applying for the Scheme and how the fund is coping with demand. The Director Economic Development & Planning explained that large businesses had not made a significant call on the fund, applications had mainly been received from smaller operations. Detailed information about the funds current position would be provided after the meeting.

The Chairman thanked the Cabinet Members and officers for attending the meeting and responding to comments and issues raised.

**Resolved:
To note the update.**

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Extract of the Health Select Committee minutes – Covid-19 Update – 2 March 2021

Emma Legg, Director for Access and Reablement, provided an update regarding the current position for adult social care.

Work has continued to take place closely with system partners in order to support discharge and flow. There has been an increase of people returning home from hospital, with referrals into the Home First Pathway having significantly increased since last year. Additionally, an increased number of beds in local care homes have been commissioned to meet demand over the past months. The focus is now on de-escalation following some challenges in January and February to get into a stable position.

A new service has launched with Carer Support Wiltshire, which is a hospital liaison service, working with hospital staff and others to support carers through and after discharge. This has the aim of reducing stress for carers and is available at all three of the local hospitals.

There has been an increased demand in front door services for adult social care, with contact numbers higher than previous years; these increases are being monitored to determine longer term impacts. Mental health services continue to support people and Wiltshire Health Space is accommodating individuals from both BaNES and Swindon, in order to reduce pressure across the wider mental health system. However, the number of Mental Capacity Act assessments that are being completed remains significant.

Residential and nursing care homes in Wiltshire have seen an improved picture with staff and patient numbers falling, for example there was a 66% reduction in cases for the week ending 21 February. However there has sadly been an increase in deaths in care homes with 30 new deaths reported in 7 days in the period up to the 16 February.

The Chairman invited comments and questions which included the percentage completion for care home vaccinations and where case rate breakdowns could be found for Wiltshire. In response to questions, it was noted that numbers and percentages are information which can't be provided as it is NHS data which is carefully released. Additionally, it was clarified that case rate breakdowns can be located on gov.uk website.

Elizabeth Disney, Wiltshire Chief Operating Officer at the Bath, Swindon and Wiltshire CCG, provided a presentation from the CCG on COVID-19.

The presentation outlined the current context of the pandemic for both Adult and Children's services; with admissions for Covid reducing for adults, whilst still seeing internal infection issues and being aware of the risk surrounding future variants. Additionally, during January, commissioned capacity was increased across Wiltshire to support the Covid surge seen in hospitals. The Health services have not seen significant numbers of children requiring

medical treatment for Covid related symptoms and the focus of the response has been to minimise the impact of restrictions rather than of Covid itself.

Data was provided for the Salisbury Foundation Trust Hospital, Great Western Hospital and Royal United Hospital from 19 February 2021. This data was used to monitor hospital capacity and to prepare for best, middle and worst-case scenario projections. The data suggested an improved position from January.

The update provided an overview of the current situation regarding the issues faced by both Acute and Community Services. Such issues for Acute Services included significant pressure from staff sickness; a large outbreak experienced by Avon & Wiltshire Partnership (AWP) adult mental health provider which caused an impact on service due to inpatient bed closures. Regarding the issues faced by Community Services; minor injury units have now re-opened with a bookable service after closure due to redeployment; all community services are operating but with some at a reduced level due to staffing; after an initial decrease in referrals to CAMHS this has now reversed with referrals via Single Point of Access being very high.

The current outlook was reported that health and social care services have continued to offer health and wellbeing support to staff and services are currently awaiting national planning guidance on the direction for recovery, where it is expected that areas of focus will be outlined.

Following the cancellation of elective surgery, a clear Patient Tracking List (PTL) tool is now accessible in order to determine and prioritise the demand and level of need for surgery across the broader population. This prioritisation system features 4 categories, with priority 1 and 2 surgery continuing to go ahead. Additionally, the Elective Care Board has work planned with includes understanding the harm that may have been caused by delays.

The presentation shared data on the current recovery performance, with percentages of completion against what was planned. A notes column was used to provide context to why the percentages were at the level that they were at. The percentages were as follows; Day case and inpatient elective performance 71%; Outpatients firsts 85% and follow ups 80%; Diagnostics 123%.

The officer provided a BSW vaccination summary, which reported that all BSW care homes had been visited by 24 January and additionally it is planned that there will be half a million vaccinations by Easter.

In summary, there has been a change in the picture for demand, with there being a need to manage the impact and level of Covid, but also a requirement to turn attention towards preserving capacity for health service needs that are not directly associated with Covid-19.

The Chairman invited comments and questions and it was clarified in regards to the adult care purchasing exercise that the other three local councils were

liaised with in regard to the nature of additional capacity and how this might be acquired and shared as no single locality could manage this on its own.

Clarification was sought regarding the outbreak experienced by AWP. It was noted that the outbreak took place at predominantly at Fountain Way, Salisbury and the impact was felt not only in South Wiltshire, but also on Salisbury Foundation Trust Hospital and other parts of service as there was a knock-on effect in terms of beds that were closed and staff redeployment internally.

Regarding the recovery of service providers, it is anticipated that the next financial year of April 2021 to March 2022 will be a different year in terms of immediate health priorities and the changing nature of people's health needs. The next year is being sighted as an opportunity to treat as many people as possible and with ring-fenced funds available, decisions need to be made on how to use these funds to make a difference to both those who need services now whilst also being sustainable.

Expansion of the number of vaccination facilities was queried, and it was clarified that there are 2 large vaccination sites, with 27 sites in total meaning that residents are no more than 10 miles away from a vaccination site. The conversation regarding vaccination facilities is of a shifting nature and conversations are on-going about working in different settings as in summer venues could require the use of their sites.

It was acknowledged that the management of allowing health service staff to recover is a difficult situation to balance, in regard to allowing individuals periods of rest whilst there is a demand to deliver. Currently a lot of strategic work force planning is taking place on a national and regional level is taking place to determine what is needed in order to meet expectations and demand.

In conclusion, it was;

Resolved:

To note the update provided from the Council and CCG.

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