COVID 19 LESSONS LEARNED REPORT

1   PURPOSE OF REPORT

1.1   On 1 September 2020 a report setting out initial lessons learned regarding the Council's response to the COVID 19 pandemic was presented to the Committee. Members were advised that that report was the first of a number of reports intended to consider lessons learned from the pandemic. This is the first of those further reports.

2   INTRODUCTION

2.1   At the 1 September 2020 meeting, the Committee raised a number of specific points which it identified should be the subject matter of further reporting. were raised. It was suggested that future reports should reflect the unfolding chronology of events but exploring issues thematically allows for more detailed reflection which is easier to explore in report format.

2.2   In response to Members' interest in the format and content of future reports to the Committee on COVID-19, it was agreed that any suggestions could be emailed to the Chairman of the Committee and to the Strategic Director. One submission was received from Cllr Mrs McPherson who raised two issues summarised below:

- Re the Rochford District Community Hub: more information as to how the volunteers were being kept engaged and their readiness for future emergency mobilisation; and

- Re the Council's staff: the impact on staff working patterns and hours worked; the impact on their welfare; and the benefits/disbenefits of remote working.

2.3   Grouping points raised by the Committee by theme, these points fell into three broad categories:

2.3.1   Continued delivery of existing council services – to include (but not be limited to) the following:

- Printing documents e.g. planning consultation letters

- Shortcomings in emergency planning arrangements

- Reach of comms – i.e. how many people accessed the comms messages

- Telephony

- Performance of the waste service

- Redeployment of officers and future working patterns of officers

- IT equipment for Members especially lack of training given to enable them to be able to operate remotely

2.3.2   <u>Delivery of new COVID 19 initiatives</u> to include (but not be limited to) the following:

- Rough sleepers

- The Community Hub

2.3.3   <u>Ongoing impact of COVID 19 and recovery</u> to include (but not be limited to) the following:

- The impact of the pandemic on staffing, staff efficiencies and any cost savings and the pressures on staff and work-life balance for staff

- How the funds for management of the pandemic from central government had been spent and the reasons and rationale for the allocations

2.4   This report deals with these three themes.

3   CONTINUED DELIVERY OF EXISTING COUNCIL SERVICES

Printing documents e.g. planning consultation letters

3.1   Members raised this as an issue because consultation letters were not being sent out for planning applications. This was picked up and managed at the time. Whilst such correspondence is not a statutory requirement it was acknowledged that the suspension of the practice, was sub-optimal albeit a necessary temporary adjustment to the usual processes as a result of staff decant from the office.

3.2   The volume of printing or on-site work that is carried out in certain services was an impediment to service delivery in the early days of the pandemic and remains a learning point going forward. For example, Revenues & Benefits are required to issue notifications of benefit awards and changes, and both council tax and business rates require a bill to be issued annually or following changes in circumstances; these are mandatory. In addition, debtor invoices and reminders are required within finance; this is necessary to recover funds due to the Council. Some systems are not compatible with home working and resulted in staff being required on-site throughout the lockdown. Some working practices were (and to some extent remain) significantly paper based. Staff are required on site to collect and count car park cash, for example. It is acknowledged that this did not happen during full lockdown when car parking charges were suspended.

3.3   By contrast, other services have made transition to a fully digital approach e.g., licensing and there is much to learn from that experience.

3.4   Going forward, a hybrid mail solution is currently being procured. This solution means that staff will be able to send soft copy documents and letters from their laptops (wherever they are located) to a third party company that will print and post them on behalf of the Council. This will mean that staff will not need to have access to a physical printer in order to be able to send documentation out to our customers.

Shortcomings in emergency planning arrangements

3.5   Under the Civil Contingencies Act 2004 the Council has two key legal responsibilities in planning for an emergency. The first is to be able to restore delivery of our key services following disruption (Business Continuity) and the second is to cooperate with partners to coordinate our plans for response to an emergency (Emergency Planning). Co-ordination and co-operation is achieved by inter agency working through the Essex Resilience Forum (ERF).

3.6   Both Business Continuity and Emergency Planning have two aspects; generic planning to meet any incident and specific planning to help apply the generic response to identified risks. Risks are identified through work on a national risk register and a local risk register for Essex. The top national risk is pandemic influenza.

3.7   As the Coronavirus pandemic established itself in the UK the Government led on the response through the Cabinet Office Briefing Rooms (COBR) as this was a national emergency. The rapid spread of the virus and the subsequent pressure on hospitals led to a lockdown, a response not foreseen in any of the plans. Supporting actions at a local level were led by the Local Resilience Forums, including the ERF.

3.8   The ERF established a Strategic Coordination Group (SCG) to bring together senior members of the responding organisations and agree a joint strategy. The Council is represented by the Acting Managing Director. For Rochford District Council the Leadership Team met, initially daily, to assess the impact on services and how to deliver the national and Essex strategies. These meetings of COBR, SCG and the Leadership Team form the basis for the generic plans for business continuity and emergency response. Through these meetings the response is continually reassessed in the light of guidance and experience at both a national and local level. This process is well established and has been the subject of training and exercises at all levels including for the Council.

3.9   The Business Continuity plans for each service were fully reviewed in 2019 and this recent work helped the Leadership Team to establish the priorities for service delivery and establish new ways of working in order to maintain essential services. No organisation had plans that covered the exact circumstances of the COVID 19 pandemic, but through the established procedures for assessment and subsequent joint decision making, all organisations have developed a coordinated response. Due to the nature of the pandemic our learning will be ongoing, and our response will have to be

flexible. For example, as we learn more about the timing and efficacy of a vaccine. The Business Continuity plan processes helped with the short-term responses, but for the extended nature of the pandemic other projects, such as Connect, have more relevance. The Connect programme is predicated on more flexible ways of working in the future and fed directly into the need for a rapid increase in home working.

3.10   Looking forward, the Council will continue its process of real time learning to adopt its service delivery to meet the changing circumstances due to Coronavirus. A Local Outbreak Plan has been produced by the county's Director of Public Health, so that we are clear how we will work with the Health Protection Board and other partners should the rate of infection in the District increase substantially. We also have a local Outbreak Response Plan (Appendix 1) which acts as a corporate response plan for the Council.

3.11   Whilst recognising the priority of COVID 19, emergency planning continues to address other issues such as seasonal risks and potential disruption following EU Transition.

Reach of communications

3.12   Non-digital communication was an issue during the original lockdown and posed a greater risk to those with limited ICT access, particularly with the loss of libraries and their public access facilities. A leaflet was produced and posted to all households in the district to signpost and explain the Community Hub, but this was at a significant expense and it is clear that a return to large scale paper-based communications remains prohibitive. Going forward we need to consider the place for non-digital communication as part of inclusivity and accessibility. It remains a challenge, not just in emergency situations.

3.13   There were daily briefings which published up to date information, formatted to be relevant for the district, and distributed across a range of social media, emails and on the website. Updates on services such as waste collection and the Community Hub were regular features on social media. The website was frequently updated with service relevant pages, and links to wider information.

3.14   Members expressed an interest in knowing how successful the different communication strands were. The messages delivered specifically in relation to COVID19 achieved a 2.1m total reach via the Council's Facebook, Twitter and Instagram accounts and 794k impressions between May 1 and November 27, 2020. These generated 1.4k retweets/shares and 2.2k likes, as well as 4.2k click throughs on the links provided. In total, COVID-related posts alone generated 998 inbound messages from residents.

3.15   The Council also ran several specific campaigns which sat under the umbrella of an over-arching COVID-19 parent campaign. This is in addition to NHS/PHE campaigns and joint campaigns with the Essex Resilience Forum including social distancing and preventative measures, #KeepSafeAtHome relating to matters including domestic abuse; child sexual exploitation; using

the internet safely; fire safety; avoiding scams, and the 'Managing Relationships' campaign.

3.16 The 'Tell Me More' e-mail bulletin service has seen as significant increase in use, with 12,805 total subscribers (up 1,564 since 16 March, 2020). There are now 26,091 subscriptions to the various topics offered by this service (up 4,383 from 16 March 2020). The bulletins issued have achieved a 78.7% engagement rate (the average for organisations in the UK is 55%, with the top fifth of organisations achieving 68%).

3.17 The dedicated COVID 19 page on the Council's website received 36,910 views, this makes it the third most popular page on the site (behind the homepage and bin collections). There were 419,902 visits to the website from 16th March 2020 until the end of November 2020. This is an increase of 129,138 visits compared with the same period last year.

Telephony

3.18 When officers were decanted from the South Street offices, it became clear that the Council's switchboard hardware and software was incompatible with remote use. Whilst officers in other departments could put in place "call forward" arrangements so that calls to their landline numbers would auto forward to their work and personal mobile numbers, this was not possible for the Customer Services team which relied upon the switchboard. Work mobile phones had to be procured and supplied to individual Customer Services Agents and then those numbers published. This was clearly sub-optimal as there was no ability to deploy "call hunting' as that functionality is not possible on mobile phones, so Customer Services Agents were reliant on customers having to try various mobile telephone numbers in order to get through. This is acknowledged as not being where we would have liked to have been during the lockdown and is still not at a desired level of effectiveness. However, our customers did take advantage of other communications channels. The webchat service provided on our website increased by over 100% and has still maintained these levels of contact showing that our customers are happy to move to digital channels as a way of communicating with us. It should be acknowledged that the Customer Services Team worked exceptionally hard in trying circumstances.

3.19 A new Voice Over IP (VOIP) telephony system is about to be deployed. The new telephony system will resolve many of the issues currently being experienced. Staff will be able to make and receive calls from their laptops instead of using a mobile phone. Existing direct dial numbers will remain and for the user, there will be no appreciable difference than using a traditional landline. There is also a mobile phone app which can be used for officers who carry out site visits. This will enable those officers to flip their calls from their laptop to their mobiles as needed fully complementing agile ways of working. Staff training on the use of the new telephone system has been completed and the anticipated go live date is 11 January 2021.

Performance of the waste service

3.19.1 Overall, it is considered that the Council's waste services performed well. All waste streams increased. During March to May 2020, we collected an extra 926 tonnes of waste and recycling which represents an 11.23% increase based on same period last year. This included an additional 100 tonnes of cardboard! Tonnages have not decreased to pre pandemic rates and increased tonnages are set to become the new normal for the foreseeable future.

3.19.2 Increased tonnage from residents being at home did, however, put additional stress on the system and impacted overall performance in some pinch-points e.g. delayed collections of garden waste & "alongside" collections of cardboard. The bulky waste service was suspended from 26 March to 4 May 2020 because of lack of manpower to provide the service whilst maintaining the main service. The Great Wakering monthly Amenity Vehicle Saturday service remains suspended from April 2020 and it has not been possible to reinstate service.

3.19.3 Social distancing between crews was challenging at first but then the Government published additional guidance which recommended practices which were adopted by Suez. Generally, the public support for the waste crews was high and received good publicity locally. There were some incidents where crews received verbal abuse from the general public but fortunately, these were limited.

Redeployment of officers and future working patterns of officers

3.20   The Council created a redeployment register for those who could not perform their duties from home and those where impact to their role meant they had some temporary extra capacity. This included roles such as Civil Enforcement Officers, Civic Chauffeurs and staff from Leisure and Elections. HR managed the register, and a flexible approach was taken between the permanent and temporary line managers of the redeployed employee, working together to maximise output and target areas under most pressure. Areas which benefited from the redeployment included, but were not limited to, Revenue and Benefits, Communications and Assets. We were also able to use redeployed staff to deliver furniture and IT equipment to staff at home who could not attend the offices due to national lockdown and/or who were under pressure working at home.

3.21   Staff were extremely flexible and we had a high number of volunteers to help on the community hub call centre, including from staff who volunteered at the weekends as their day jobs were too busy to offer any time during the week. A number of staff, including those redeployed, worked in completely new areas and during unsocial hours to support their colleagues and residents.

3.22   There was a positive impact for those who redeployed. They felt useful and grateful of the chance to help the Council's COVID19 response. Their

managers were pleased that the staff were engaged in valuable work, and the temporary line managers were extremely grateful for the help. Some areas had to ask for their staff to return to substantive roles earlier than others due to emerging work pressures. In general, it was all managed through mutual agreement and manager conversations.

3.23   The Council made necessary changes to working patterns to support staff e.g. to accommodate children who required home schooling; and supporting aged parents. Several surveys were run, and staff reported feeling supported in terms of managing work and personal pressures. The offices at South Street are now COVID SECURE and all staff are back performing their designated roles wherever the location. Occasionally there is still a need for help across service areas. This is arranged directly between managers who have seen first-hand, during the pandemic, the benefits of mutual assistance.

3.24   The Local Outbreak Response Plan (Appendix 1) provides for redeployment of staff as necessary, if required.

3.25   There were, and continue to be, increased workloads across the Council as financial or environmental impacts as a result of the lockdown caused extra work for officers, who were undergoing their own changes in working environments and personal circumstances. Pastoral calls were carried out by line managers, senior managers, and HR to ensure staff were supported. Many resources to support mental health were made available by HR and the Livewell team.

3.26   COVID 19 will impact on working arrangements well into 2021. Work is being undertaken to support continued agile working (including remote working), with new policies and processes being developed. Agile working is known to deliver many business benefits as work is seen as an activity rather than a location. This work was already planned as part of the Connect programme. The pandemic has accelerated some aspects, as it has for many other local authorities.

IT equipment for Members

3.27   The move to virtual public meetings and Members working fully digitally highlighted that the mini laptops which had been provided to Members were not fit for purpose. The IT Team had some larger laptops in stock which had been purchased before the pandemic for staff use. These were distributed on a priority basis to both staff and Members who did not have a mobile device but there were insufficient numbers to distribute to all Members who needed them. Additional laptops were ordered but due to high demand these took some time to be delivered.

3.28   Members have always operated remotely. All Members have Council issued laptops, but some prefer to use their own equipment. Members access emails via the cloud using Microsoft Office 365 and do not have access to operational systems.

3.29   A workshop for Members about navigating around Microsoft Office 365, the use of a Council allocated laptop and accessing Committee reports had been scheduled to take place in Spring 2020 which, unfortunately did not take place due to lockdown. As Members have been using and have embraced the new ways of working the content of the workshops is now out of date.

3.30   Moving to virtual public meetings via Zoom and virtual internal meetings via Teams was new for everyone. Whereas the Council already had access to Teams as a Microsoft product, it was introduced ahead of schedule and not as would have been planned. Whilst learning on the job was just about manageable for internal meetings, the ability to deftly use Zoom was publicly exposed. Despite trial runs with some elected Members, it was not until the first public meeting was held that everyone experienced the pros and cons of the platform. We continue to learn organically and be responsive to individual Member training needs on an ad hoc basis. There does not appear to be a widespread need for additional training but if there is demand, then the IT team will be happy to provide it.

3.31   There is total reliance on provision of ICT delivery by external sources. Generally, despite some bad spells, this has worked reasonably well. This is being looked at currently for a more resilient structure than we have.

4   **DELIVERY OF NEW COVID 19 INITIATIVES**

        Rough sleepers

4.1   Since the start of the pandemic, and through the Government's "Everyone In" programme, the Council housed ten rough sleepers in emergency accommodation, this has included people coming in directly from the streets and people who had become vulnerable to rough sleeping during the pandemic. Five of these people have since been supported to find more settled accommodation.

4.2   In September 2020, the Government's "Next Steps Accommodation" programme made available resources, to support local authorities and their partners to continue to safeguard people who had been taken safely from the streets. The Council already worked closely with homeless charity CHESS (CHESS stands for Churches Homeless Emergency Support Scheme) and with other local authorities through the Rough Sleeper Initiative (RSI) and all officers worked together to bid for this new government funding.

4.3   In September 2020, the RSI partnership was awarded a £300,000 grant. The monies allocated have strengthened the work of CHESS and its night shelter provision for all RSI partners. The Council's resilience and capacity to support rough sleepers has also been strengthened, as the funded has enabled new access to specialist outreach support within the district, for the next 2 years.

        The Rochford District Community Hub

4.4   At the beginning of the pandemic, central government and upper tier councils (ECC) were bought together quickly to deliver the key components of a new support system for shielding individuals and managing the distribution of the government's national emergency food box service.

4.5   ECC subsequently responded to the Government's expectations and initially called on all Essex authorities to set up a local 'hub', to support with the distributing of the national food box service. The Rochford Community Response Hub (RCRH), a partnership of local church leaders, voluntary sector, community partners and council representatives, came together in response to this logistical challenge.

4.6   Due to the fast-changing way in which the Government's 'shielding' programme was being rolled out across the country, the Government changed its messaging and took over the management of the distribution of their food boxes themselves, using their own contractors. The Government subsequently asked all the upper tier councils (ECC) to focus instead, on setting up local welfare support systems. All local 'hubs', including RCRH were advised to 'step down' from setting up a distribution centre/process and asked to now put in place a support service, that would work alongside the ECCs new, Essex Welfare Service (EWS). The aim was that the setup of the local support 'hubs', was to be consistent across the County providing core services such as shopping and medical supplies, and welfare support in general. A new referral process was also put in place where EWS, referred cases direct to the local ''hubs'. This referral system remains in place today with RCRH.

4.7   RCRH responded to this new 'ask' by managing hundreds of volunteers, who were processed through a reference and safeguarding procedure and set up a call centre, phone line, reporting procedures and processes. Leaflets were distributed district wide and social media and communications launched. Volunteers at the time were keen to help distribute the leaflets, but notwithstanding the logistics of managing a district wide, fast paced delivery, more information emerged about the pandemic risks and based on local risk assessments, a decision was made to use a local business to print and a mailing company in partnership with Royal Mail, to get the information out to residents, as soon as possible.

4.8   The success of the RCRH was evidenced in emerging data from ECC which showed that Rochford had one of the lowest number of residents referring to the EWS during the pandemic, which implied a high level of community resilience and that the asset-based approach of hub delivery, using local community leaders, worked.

4.9   What worked well:

- All local Councils including Rochford, stepped up and worked well together around a unifying challenge. Lines of command were clear with ECC taking instructions from regional government advisors and

cascading information down to hubs through meetings with identified hub leads. These meetings continue today.

- More equal partnerships were fostered with RRAVS and community partners, esp. faith leaders.

- ECC took the data lead with government and maintained databases to ensure full compliance with GDPR, this consistency of approach made data sharing easier and led to a better offer/outcome for residents.

4.10　And for the future:

- The momentum and focus continues to be harnessed via the joint Rochford and Castle Point Health and Wellbeing Board, of which all the community leaders are partners

- Community faith leaders continue to provide the infrastructure and support for the RCRH and continue the working relationship with RRAVS and volunteers.

- The RCRH remains a resource for the community and is led by the community leaders. Volunteers remain engaged through a closed Facebook page and individual letters and some continue to support residents who asked for helped in the first wave of the pandemic. All partners are part of the Council's outbreak response plan and continue to meet and talk in readiness for any escalation of need.

5　ONGOING IMPACT OF COVID 19 AND RECOVERY

The impact of the pandemic on staffing, staff efficiencies and any cost savings and the pressures on staff and work-life balance for staff

5.1　As set out earlier in this report, the Council continues to monitor the work-life balance of its staff and the ongoing demands of managing the COVID 19 impact. It remains the case that directives from central Government require to be met at short notice e.g. the latest round of business grants. In addition, as the guidance becomes enshrined in law, with new enforcement powers the Council's regulatory officers are required to absorb, adapt and apply new regulations both to protect to the public and to provide advice to residents and businesses to help them navigate their way through compliance. Changes to and from the national restrictions in November 2020 is the latest example of this.

5.2　The number of housing and homelessness 'approaches, is gradually increasing as more residents are being supported to look more closely at their housing options. The monthly average number of approaches currently total 400 and over 100 of these, are cases that are being triaged formally as homeless cases.

5.3   As part of the move to home working, the Council carried out two staff surveys. The first was about staff wellbeing, welfare and home working environment. Results were used to identify those that needed support/equipment and to get a sense of how well the workforce was coping during the pandemic. The second survey was about preferences for work location moving forward. This informed the work of the Workplace Restoration Working Group who implemented a COVID SECURE workplace by 1 October 2020. The results also started discussions about future preferences which have helped managers to plan and have informed the agile working cultural changes planned as part of the Connect transformation programme.

5.4   The Council is planning to undertake a staff "pulse" survey in early 2021 designed to ask staff for their feedback to reflect (amongst other things) how they feel the Council has supported them as an employer and what they feel could be done better.

How the funds for management of the pandemic from central government had been spent and the reasons and rationale for the allocations

5.5   Every month, the Council provides a return to Government setting out the financial pressures RDC is facing in relation to COVID-19. To date, the Council has been allocated a grant of £1,111,063 intended to mitigate those financial impacts. As the pandemic is clearly an evolving picture, the returns provided to Government represent the Council's estimates as to which parts of its budget are experiencing the most financial distress. The Council is entitled to allocate the grant monies to whichever budget lines it thinks best, and the final allocation will not be made until the financial year end.

5.6   A more detailed update on the Council's overall financial position is provided as part of the Quarterly Financial Monitoring Report that is presented to Executive.

5.7   The grant which has been allocated to the Council so far is not sufficient to meet the total pressures we are currently forecasting in 2020/21. There is a separate Government scheme to provide mitigation against income losses which will help to meet some of the residual gap. Any remaining pressure will be sought to be mitigated through in-year underspends/savings in the first instance, or via Council reserves as a last resort if this is not possible.

6   RISK IMPLICATIONS

6.1   There is a risk that if the Council fails to learn lessons from the COVID-19 pandemic it will not be well placed to deal with any future emergency situations.

7   In addition, there is an opportunity to apply learning from the pandemic more generally to improve future operating practices across the Council in maximising the efficiency and cost effectiveness of service delivery e.g.

through the acceleration of flexible working practices and increased digitalisation.

8   RESOURCE IMPLICATIONS

8.1   There are no direct resource implications arising from the recommendations in this report.

9   LEGAL IMPLICATIONS

9.1   There are none arising directly out of this report. The Council will continue to monitor government guidance and amendments in legislation to make the necessary changes where needed.

10   EQUALITY AND DIVERSITY IMPLICATIONS

10.1   An Equality Impact Assessment has not been completed as no decision is being made.

11   RECOMMENDATION

11.1   It is proposed that the Committee **RESOLVES** to note this report.

Angela Hutchings

Acting Managing Director

Background Papers:-

None.

For further information please contact Angela Hutchings on:-

 Phone: 01702 318169
 Email: Angela.Hutchings@rochford.gov.uk

If you would like this report in large print, Braille or another language please contact 01702 318111.

C19 Local Outbreak Response Plan

6.14

Rochford District Council

COVID 19 Local Outbreak Response Plan

Introduction

1. This COVID 19 Local Outbreak Response Plan (the "Plan") is intended to operate as a whole council business continuity plan in the event that there is an increase in cases of COVID 19 in Rochford district and as part of the council's reasonable worst-case scenario planning as we approach the winter flu season.
2. This Plan is owned by the Head of Paid Service who is the Single Point of Contact ("SPOC") for the Plan. If the Head of Paid Service is unable to act, then an Assistant Director shall be appointed as SPOC in their stead.
3. This Plan is based on the Council's learning gleaned from its experience of the COVID 19 crisis since the pandemic was declared. The Council continues to learn from its experiences and will continue to keep its responses and this Plan under review as the national response to the pandemic evolves. This Plan will be formally reviewed at least quarterly by the SPOC.

Background

4. Demographic data for the district can be found below: https://data.essex.gov.uk/download/exwyd/b7e/Rochford%20District%20Profile.docx
5. Rochford has a higher than average population of those aged 65 and over and despite overall good levels of health, there will be seasonal challenges for health, social care and local services, peaking in the winter. Modelling of reasonable worst-case scenario suggests a peak in hospital admissions in January/February 2021, of a similar magnitude to that of the first wave in spring 2020, coinciding with a period of peak demand on the NHS. A possible influenza epidemic and a generalised increase in respiratory infections over the winter would be additive to the challenges above.

Test and trace

6. Essex County Council (ECC) is the upper tier local authority responsible for local outbreaks under the Health Protection (Coronavirus, Restrictions) (England) (No.3) Regulations 2020. Accordingly, any measures that are put in place locally to prevent further spread of COVID19 are the responsibility of ECC under the direction of its Director of Public Health ("DPH").
7. The Council's Environmental Health Team are part of ECC's test and trace service, which works with the national system under the terms of the Local Outbreak Control Plan https://www.essex.gov.uk/local-outbreak-control-plan
8. The Council's three Environmental Health Officers ("EHOs") are core members of the county's Health Protection Team. They are the single points of contact for ECC/PHE for the reporting updates, trends and data. They are operating on a

1

6.15

24/7 shift rota to manage notifications of any local outbreaks. In the event of a local outbreak in which ECC requires the assistance of the EHOs they will:

a. Visit the location to ascertain what arrangements are in place and if the relevant national guidance has been followed

b. Carry out a review of the relevant COVID-19 risk assessment and review measures already put in place;

c. Undertake a bespoke risk assessment to determine if a significant number of people may have been impacted;

d. Decide whether enforcement action is required. This can be via letter or serving of a notice (under The Health & Safety at Work Act 1974). If there is a significant/imminent risk to public health a Prohibition Notice will be served on the premise and it will be closed with immediate effect;

9. The information captured will then be securely uploaded by the EHOs onto specialist software which is then transferred into the National Contract Tracing System for follow up.

10. EHOs will then update the county's Health Protection Team. Actions required will be agreed and implemented and daily briefings will be held at which the potential need for further support will be reviewed.

11. In the event of a community outbreak (requiring possible lockdown) the EHOs will work under direction from the DPH and other authorised bodies under the legislation. The work involved will depend on the severity of the outbreak but may include 'door knocking' and test distribution to residents.

Essex Resilience Forum (ERF)

12. The ERF is the county's emergency planning body under the Civil Contingencies Act 2004. It is a multi-agency partnership, made up of local councils, emergency services, health providers, the voluntary sector and many more organisations - working together to plan and prepare for a multi-agency response to a major emergency.

13. Since COVID 19 was declared a pandemic the ERF has instituted a Strategic Co-ordinating Group ("SCG") to oversee and direct operations required to prepare, mitigate and manage the impact of COVID 19. The DPH has agreed that should there be a need to engage the SCG for assistance to help manage any outbreak then this would be undertaken. It may not, however, be necessary to do so if, for example, the outbreak was limited (by volume or by geography). It is expected, therefore, that the SCG will only become involved in the most serious of local outbreaks.

14. If the DPH does incept the SCG's assistance, the Council will be supported by the full force of the ERF.

Priorities for the Council

15. In the event of a local outbreak the Council will work with the DPH (and SCG if appropriate) to achieve the following priorities:

2

6.16

Our priorities	How we will achieve them
To protect the public health of our residents and employees by reducing the risk and rate of infection/transmission within the population from COVID 19	1. We will liaise with the DPH (and SCG if appropriate) and follow their directions 2. We will deploy all reasonable active interventions to locally promote the Mitigation Strategies set out in Appendix A 3. We will stand up the Rochford District Community Hub and helpline if required. This is an ongoing local resource for those most vulnerable residents who do not have local support. The hub matches resident need to volunteers. Local community partners i.e. MegaCentre, RRAVS and faith leaders, have the role of 'community messengers'. 4. We will seek mutual aid from other local authorities as required
To maintain, so far as possible, continuity of service provision by the Council	1. We will deploy the Council's business continuity plans including modifications to physical sites if required 2. We will actively monitor corporate risks particularly health & safety 3. We will seek mutual aid from other authorities as required, especially around Test & Trace
To provide clear and timely communications to residents, staff and elected members	1. We will ensure our communications approach is targeted at multiple audiences and uses all available media channels 2. We will provide additional resource to support communications work and seek mutual aid from other authorities as required 3. We will ensure consistent messaging between the SPOC, the DPH and the Leader of the Council
To assess the non-clinical effect on our residents and provide help where we can mitigate the impacts	1. We will identify the other non-clinical impacts of COVID 19 on our residents (e.g. financial distress; road closures) and attempt to find resolutions for them 2. We will seek mutual aid from other authorities as required

3

Actions

16. To address the priorities, the Council will take the actions set out below.

Action	Owner	Notes
Incept the RDC Outbreak Response Team and associated meeting schedule	Head of Paid Service	The RDC Outbreak Response Team is a mixture of the Council's "Gold" strategic officers and "Silver" tactical officers. Due to the size of the Council, it is considered expedient to operate both teams in one forum which will lead the delivery of this Plan. The terms of refence are set out in Appendix B.
Incept elected member briefings and associated meeting schedule(s)	Head of Paid Service	As local leaders, there is a strong role for elected members to plan in the execution of this Plan and, for the Leader of the Council in particular to be a spokesperson. Not all information may be capable of being shared with elected members (e.g. because it is Official Sensitive) but the Council commits to transparency so far as it is able to do so.
Incept the Emergency Information Cell	AD Assets and Commercial	The Emergency Information Cell is a dedicated team that gathers information on the impact and report to the Outbreak Response Team to support their decision making. The Emergency Information Cell Plan is set out in Appendix C.
Identify the Comms Lead	AD Transformation and Customer	The Comms Lead will be the single point of liaison for media enquiries and will work to the SPOC (and be part of the SCG comms response if appropriate); they will have a close link with the web-team and customer services which are important parts of the communications plan
Identify the Environmental Health Lead	AD People & Communities	The Environmental Health Lead will be the single point of liaison for Test & Trace enquiries and will work to the SPOC Currently this is Angela Brown EHO with Andrew Paddon EHO as deputy
Deploy the approved RDC	AD Transformation & Customer	The RDC Outbreak Comms Plan is set out at Appendix D.

4

Action	Owner	Notes
Outbreak Comms Plan		
Deploy the Employee Redeployment Plan	HR Business Partner	The Employee Redeployment Plan is set out at Appendix E.
Deploy service area business continuity plans	Assistant Directors	Each service area has its existing business continuity plans which have been reviewed and revised as necessary since the start of the pandemic by the Emergency Planning Officer
Deploy the Community Hub Plan (if required)	AD People & Communities	The Community Hub provided an important service at the beginning of the pandemic. Some or all of the functionality if offered may need to be stood up again in the event of a local outbreak, depending on severity would be in conjunction with the ERF/DPH. The Hub is an ongoing live resource. Operational agreement in place with AD to target volunteer resources where applicable. The Community Hub Plan is set out at Appendix F.
Review and update corporate and service risk registers	Emergency Planning Officer and Health and Safety Officer	These key officers will work with Assistant Directors, the Principal Performance Business Support Officer and the Principal Auditor to ensure that risks are identified, mitigated and managed
Identify the Homeless Temporary Accommodation Lead (if required)	AD People & Communities	This person will be homelessness and temporary accommodation point of liaison for Test & Trace enquiries and will work to the AD and SPOC. Currently Jeanette Hurrell with Michelle Flowers as deputy
Identify the Housing Association Lead (if required)	AD People & Communities	The lead, for supported accommodation at Sanctuary Housing Association will be the single point of liaison for Test & Trace enquiries and will work to the AD and SPOC. Currently Akinola Oyefeso

5

Elected members

17. Elected members have an important role in the event of a local outbreak. As representatives of their local communities, they are a focal point for provision of information and provision of support and encouragement. A local outbreak is likely to cause widespread concern and possible confusion and disarray and elected members can pass important safety information and other advice from the Outbreak Response Team to the affected communities.

18. Reliable information in the early stages of any emergency incident can sometimes be difficult to get. Some information may be Official Sensitive and therefore limited to particular audiences only. The Head of Paid Service is the SPOC and they will set up an immediate communications link with the Leader of the Council to share all information which can legally be shared and to work with the Comms Lead to ensure clear communications in accordance with the Outbreak Comms Plan.

19. To avoid duplication and to ensure speedy transmission of information, the Head of Paid Service together with the Leader of the Council will set up a direct communications link with the leaders of the Council's minority groups. All group leaders will then be responsible for arranging their own information cascades to their members.

20. The Council will endeavor to ensure that elected members (and especially ward members) receive information in priority to others but members are asked for their forbearance as this may not always be possible in a fast-moving situation.

21. Elected members should raise any questions, concerns or issues through their group leaders to the Leader of the Council who will then liaise directly with the Head of Paid Service.

Governance

22. The RDC Outbreak Response Team is a mixture of the Council's GOLD strategic response and the SILVER tactical response team. Due to the size of the Council, it is considered expedient to operate both teams in one forum which will lead the delivery of this Plan.

23. Save for those decisions which are made by the DPH, SCG or other public body with the relevant authority, the ultimate accountability for the delivery of this Plan rests with the SPOC who will be supported by the Outbreak Control Team and the Emergency Information Cell.

24. Where the exercise of any powers of Rochford District Council are concerned, the exercise of those powers remains subject to the Council's Constitution.

6

6.20

Appendix A

Mitigation Strategies

1. We must follow any formal directions given to us by the DPH pursuant to the Health Protection (Coronavirus, Restrictions) (England) (No.3) Regulations 2020.
2. In addition, we will proactively promote all current guidance e.g. social distancing; hand hygiene; face coverings; and compliance with Test & Trace requirements. We will do this via the following channels:
   a. social media and digital messaging, including paid promotions
   b. physical street/public presence of Council employees to advise the public and businesses
   c. signage, posters and leafleting
   d. targeted 1:1 engagement with key stakeholders
   e. press and media engagement
3. We will take all reasonable steps necessary to mitigate the crisis. This could include some or all of the following:
   a. physical alterations or closures of council owned places and spaces provision of hand sanitizer in public spaces
   b. one-way systems for pedestrian foot flows
   c. 1:1 support to achieve enhanced mitigation measures for local businesses
   d. Road closures and/or restrictions
   e. Share learning from the experiences of other councils in their local outbreak planning

6.21

Appendix B

RDC Outbreak Response Team - Terms of Reference

Purpose

1. The purpose of the RDC Outbreak Response Team ("ORT") is to oversee, manage and co-ordinate the Council's response to an increase in cases of COVID 19 in Rochford district, as set out in the Council's COVID 19 Local Outbreak Response Plan (the "Plan").

Responsibilities

2. The ORT is responsible for:
   a. ensuring timely delivery of the Plan including but not limited to the actions set out in Table 1 of the Plan;
   b. implementing mitigation strategies;
   c. enacting service area business continuity plans
   d. risk management;
   e. supporting the SPOC as required.
3. The ORT will regularly review lessons learned.

Chair, secretariat and meeting frequency

4. The ORT is chaired by the SPOC. The SPOC will be the single point of liaison for the DPH and the SCG. The SPOC will also brief elected members.
5. Meetings of the ORT will be noted (not formally minuted). Meetings will be conducted as OFFICIAL SENSITIVE unless stated otherwise.
6. The ORT shall meet at least daily in the first instance and thereafter as required by the SPOC. Meetings may take place by video or telephone conference.

Membership

7. The ORT shall comprise the following people:
- Head of Paid Service/SPOC
- Leadership Team (GOLD strategic response team)
- SILVER tactical response team comprising:
  o HR Business Partner;
  o ICT Business Support & Relationship Manager
  o Customer Services Manager;
  o Comms Lead;
  o Environmental Health Lead;
  o Emergency Planning Officer;
  o Health and Safety Officer;
  o Senior Property & Asset Officer;

8

Reporting

8. The SPOC will report directly to the Leader of the Council. Reports may be provided to other elected members as agreed by the SPOC subject to not sharing any matter which is deemed to be OFFICIAL SENSITIVE.

Review of terms of reference

9. These terms of reference shall be reviewed by the SPOC at least quarterly.

9

Appendix C

Local Outbreak Control Plan - Emergency Information Cell Plan

Aim

1. An Emergency Information Cell will be set up to collate information during a local outbreak of Coronavirus and provide briefings. These briefings will be used by the Leadership Team to make decisions about the response by Rochford District Council and by the Communications Team to keep staff, Councillors, public and media informed.

How we will achieve this

2. We will do the following:
    a. Decide to activate the Emergency Information Cell;
    b. Organise staffing. Where possible the cell will be led by the Emergency Planning Officer with the support of other staff.
    c. Agree contact arrangements to run the cell on a virtual basis.
    d. Make contact with the relevant organisations, groups and individuals involved in the response.
    e. Link with RDC staff involved in the response.
    f. Monitor emails, websites and conference calls.
    g. Compile briefings
    h. Support the Communications Team.
    i. Arrange to operate out of hours if required.

Decision to Activate the Emergency Information Cell

3. The need for an Emergency Information Cell will be established by the Outbreak Response Team.

Organise Staffing

4. The Emergency Information Cell will be led (as far as possible) by the Emergency Planning Officer with the support of staff identified by the Outbreak Response Team. If the Emergency Planning Officer is absent another officer will be nominated by the Outbreak Response Team to lead the Cell.

5. The level of staffing and the hours of operation of the Emergency Information Cell will be agreed by the Outbreak Response Team. Assistant Directors will be asked to identify staff and their availability (including out of office hours) and a rota will be prepared for supporting the Cell. There are staff who are emergency volunteers and have done training in the operation of an Emergency Information Cell. They will be the first choice to assist, but for a variety of reasons may not be available.

10

Agree Contact Arrangements

6. The Emergency Planning Officer (or nominated lead officer) will establish contact details with the support officers, establish a reporting structure and allocate tasks.

Make Contact with others involved in the Response

7. An essential part of collating information is making contact with those who have knowledge of what is happening. This will vary depending on circumstances but the Emergency Information Cell should consider contacting:
   a. Director of Public Health and the Essex and Southend Health Protection Board for data from the track and trace and Clinical Commissioning Group.
   b. Regional Support and Assurance Teams (part of NHS Track and Trace) for advice on community protection actions and to check on impact on National Infrastructure.
   c. Strategic Coordination Group (SCG) if established, probably via the Multi Agency Information Cell (MAIC).
   d. If there is no multi agency coordination via the SCG, establish a link with the Area Police Commander.
   e. The Joint Bio Security Centre and Public Health England for analytical support and advice on outbreak control measures.
   f. Local Government Association Knowledge Hub.
   g. Local sources of information including Parish Councils and Ward Members and other community leaders.
   h. Check the Government website for the latest advice and support. For example action cards for businesses to manage an outbreak are in development.
   i. Any other agencies with a role in the response.

Link with RDC Staff involved in the Response

8. Contact all RDC Services to assess impact and encourage use of the Business Continuity Plan. Obtain reports in the first instance from:
   a. Environmental Health
   b. Economic Development.
   c. Community Safety.
   d. Leisure Team.
   e. Licencing.
   f. Safety Advisory Group for approaching events.

Monitor Emails, Websites and Conference Calls

9. Further information is obtained from linking Emergency Information Cell staff in to email exchanges, identifying websites that have additional information and joining conference calls.

11

Compile Briefings

10. This is the critical aspect of the Emergency Information Cell. All the information gained from the activities above needs to be collated into reports. The key role of the Emergency Information Cell lead is to ensure that appropriate reports are produced to meet requirements for information. The primary customer is the Outbreak Response Team. The Cell lead will take part in the Outbreak Response Team meetings to answer questions on the report.

11. The next most important customer is the Communications Team who will ensure that information is shared.

Support the Communications Team

12. The Communications Team plays an important part in any emergency. They will take the briefing information and share it with staff, Councillors, the public (via the RDC website and social media) and the media.

13. During an emergency there will need to be close links between the Emergency Information Cell and the Communications Team and it is likely that Emergency Information Cell staff will assist directly with the Communications Team work.

Operate Out of Hours

14. The Emergency Information Cell will need to be able to operate outside normal office hours if required. This is less likely in a local outbreak response than other emergencies, but if work is required outside normal office hours the Outbreak Response Team should identify suitable staff.

6.26

Appendix D

Local Outbreak Control Plan - Rochford District Council Outbreak Comms Plan

Introduction

This document links into the work of the Essex Resilience Forum Major Incident Communications Framework and the communications strategy for the ECC Outbreak Control Plan. These documents can be accessed via the Essex Resilience Forum pages on Resilience Direct by staff who have a log in to this secure Government site.

1. It provides a more localised, specific framework for communications delivered by the Council in the event of a local outbreak.

Aim

2. To support the strategic objectives of the Council and partners throughout a local outbreak. This communications activity should be delivered in an accurate, clear and timely manner and provide advice to all stakeholders, so they feel confident, safe and well informed.

Objectives

3. The communications issued pursuant to this plan will meet the following objectives:
   a. to protect and preserve life
   b. To provide public reassurance
   c. To ensure the welfare of employees
   d. To facilitate a return to normality following the crisis.
4. These objectives will be divided into three separate strands of proactive communications work:
   a. Warning and Informing
   b. Supporting our residents/businesses
   c. Uniting Communities

Warning and informing	
What we will do:	**How we will do it:**
Ensure that Rochford District staff, Members, residents, businesses, and key stakeholders are kept updated in relation to the local outbreak	Provide media monitoring/social listening information to the Emergency Information Cell with regards to the concerns/observations of the local community, to help enable the Outbreak Response Team to make well-informed decisions.
	Provide regular updates to media organisations, and work with broadcasters/reporters to maximise opportunities to convey our messaging to residents.

Warning and informing	
	Ensure all messaging is consistent by working closely with colleagues from the Essex Communications Group who will be operating within a pre-agreed communications framework which links into the ECC Outbreak Control Plan (and SCG command structure and stakeholder groups if relevant).
	Ensure accessibility of our messaging, to ensure that we capture hard to reach groups and those with disabilities.
	Challenge any 'fake news' in order to inform our communities, providing a 'trusted voice', which is reliable and consistent among the deluge of information from other sources.

Supporting our residents and businesses	
What we will do:	How we will do it:
Support national and local campaigns to encourage our residents to take the necessary actions throughout the local outbreak	Provide reassurance to the public that the Council continues to offer an efficient and effective service to our residents in challenging times. This in addition to supporting the messaging of local police, in order to ensure high visibility and reassurance within our communities.
	Promote the Rochford District Community Response Hub helpline to those without other means of support and encourage volunteers to sign up to assist with the initiative.
	Provide ongoing support to our local businesses - encouraging residents to support those local businesses which are able to continue operating within the Government guidance.
	Support both our residents and our staff with their mental and physical health and wellbeing, by generating relevant content and signposting to organisations which can provide assistance.

Uniting communities	
What we will do:	How we will do it:
Provide communications which encourage and enable communities to support	The LGA refers here https://www.local.gov.uk/our-support/guidance-and-resources/comms-hub-communications-support/covid-19-recovery-8

14

6.28

Uniting communities	
one another during the crisis	to the importance of establishing channels and partnerships in advance. It also refers to 'community cohesion', as there is a risk of communities/businesses becoming stigmatised, and it being the responsibility of local authorities to manage this.

Key messages

5. Preventative messaging will be key and we have pre-prepared resources and we can pick up the pace with scheduling these for peak times on our social media channels.
6. We will have a pre-prepared agreed quote from the Leader, which can be deployed alongside messaging from the DPH.
7. We need to give importance to 'community voices' to reiterate the messaging we need to convey.
8. We will work with ECC to create messages and maps.
9. We will swiftly rebut "fake news".
10. We will ensure prominence of messaging and pay for advertising if necessary
11. We would be mindful of recently issued social media posts on our channels, delete any scheduled messages that are no longer appropriate.
12. We would harness the reach of the We Are Back Campaign and ensuring that website is promptly updated along with downloadable resources.
13. We will ensure that member and employee comms are prompt to ensure they are briefed and aware of key messages they should be emphasising, particularly with regards to Customer Services.

Channels and delivery

14. The communications content produced will be tailored to various groups, to maximise efficacy while ensuring consistency of messaging. We will seek to inform our employees and Members first, and particularly our Customer Services Team, to ensure they are well briefed on any subsequent messages to the public and be well-equipped to answer queries. However, this may not always be possible and it will be the role of the SPOC to clarify what information may be shared and when.
15. The channels we will use are as follows:
    a. *Website* - a dedicated section of the Council's website has been developed at www.rochford.gov.uk/coronavirus which contains all the up-to-date and relevant information and will be specifically re-branded and updated in the event of a local outbreak.
    b. *Media* - the Communications Team will issue regular media releases to press, radio, television and news websites for dissemination to the public.

We will also actively engage with media contacts and seek to arrange a steady stream of interviews on topics which achieve our key objectives.

c. *Tell Me More* - our 'Tell Me More' e-mail bulletin service will provide updates targeted to specific audience groups, including business networks.

d. *Social media* - the Council will promote its communications via its dedicated Facebook, Twitter, Instagram, You Tube and LinkedIn accounts, ensuring we 'tag' and connect with existing networks, bloggers and Facebook Community Groups.

e. *Printed materials* - it may be necessary to print leaflets or posters

16. We will establish a narrative through 'story telling' to make content relevant and interesting to our audiences, providing a 'human face' to our communications wherever possible.

17. We will seek to encourage 'channel shift', in order to provide an effective and efficient service to our residents and take pressure off the Customer Services Team, thus reducing call waiting times and enabling our teams to focus on more complex enquiries where residents need more support. This will involve the production of pro-active and engaging content via our website, social media channels and 'Tell Me More' email bulletin services, which seeks to answer the questions and concerns of residents before there becomes a need to contact the Council direct. We will focus on video content, images and infographics which are designed to generate higher levels of 'reach' and putting a 'human face' to our campaigns where possible in order to make them more relatable.

18. In order to tailor this content effectively the Communications Team will liaise closely with the Customer Service Team and other departments across the Council, in addition to monitoring social media, with regards to emerging concerns and queries from our residents and businesses.

19. We will seek to answer questions promptly via social media, in order to ensure the resident has their concern addressed in an efficient manner. This will serve to clarify information to the wider public, answering the questions of residents/businesses before they need to be posed.

20. We will include video messaging and releases from the Leader of the Council (where appropriate and with the acknowledgement of the DPH), to provide leadership and public reassurance. In addition, and where appropriate, video messages will be issued from officers, volunteers and those leading on the hub response from faith and community organisations as this media generates higher levels of reach among our audiences. This will be supported by a mixture of blogs, infographics, and signposting to our website and online forms.

21. Social media ads will be used where relevant to promote campaigns which are aligned to specific outcomes, with analytics fed back to the Outbreak Response Team.

22. A closed Facebook Group will be set up to provide a support network to our volunteers and be used for the sharing of best practice.

6.30

Key stakeholders

23. We will engage pro-actively with our key stakeholder groups, including parishes, MPs, our community and third sector groups, local schools, Rochford & Castle Point CCG, local police etc and various departments will need to engage with their established networks.

24. In relation to hard to reach groups, we will engage with youth networks via Rochford District Youth Council (who are establishing virtual meetings) and local youth groups, we are also continuing a dialogue with the 'Open Doors' project and community groups, based at the King's Head site in Rochford, who have networks established with vulnerable and hard-to-reach sectors.

25. In addition, our Economic Development Team has well-established networks, including 3 chambers etc, as does the Rochford District & Castle Point Health & Wellbeing Board.

Internal Communications

26. The Council has a dedicated 'Live Well' campaign, supported by a team of volunteers across the organisation who will deliver messaging on mental health and well-being, with a schedule of 'How Are you?' blogs along with relevant intranet alerts/e-mails. This schedule to incorporate ideas from individual members of staff to support mental health, the sharing of photographs of daily exercise, challenges and ideas to stay active, and an RDC playlist on Spotify on the theme of 'activity'.

27. A LiveWell channel established on 'Teams' will enable the socialisation of staff and networks of support, with Care First and a schedule of webinars provided for mental health and other practical support.

28. This will be supported by regular corporate messaging to staff from daily bulletins, Leadership Team messages, HR and Health & Safety updates as well as pastoral calls.

Communications Procedure:

29. A Communications Strategy and protocol is in place for RDC; however, the local outbreak response will require additional considerations and adaptations. Communications activity which relates to the local outbreak will be approved by the Head of Paid Service as the SPOC, or in the event of absence the relevant Assistant Director. The 'talking head' to be used for publicity will fall to the Leader of the Council, relevant portfolio holder, or to the Chairman, Cllr Robin Dray, where it relates to promoting community cohesion. With regards to more operational matters, this may fall to the relevant officer as per the approval procedure outlined above.

30. Ensuring that we have adequate support for the communications response is essential, with redeployment of staff to cover in the long-term and at various

17

6.31

hours. We are likely to be inundated with media/social media enquiries so a 'triage' process would assist, along with early consideration of mutual aid. In terms of resources, two additional members of staff will need to be re-deployed to the Communications Team and the Essex Communications Group can be called upon for mutual aid where necessary. In order to build resilience, a comprehensive breakdown of communications procedures and activity will be made available in the Business Continuity folder in the shared drive.

31. In addition, the Communications Team will take part in weekly Teams calls with the Leadership Team, a weekly Rochford District Community Response Hub update call, a weekly Essex Communications Group call, and form part of a dedicated 'What's App' group with Leadership Team to be used for urgent matters.

Monitoring & Evaluation

32. The Council's communications activity will be monitored both qualitatively and quantitively to establish the effectiveness of our processes. It will also involve the capture of key metrics, to include website hits, engagement rate statistics from 'Tell Me More' in relation to click/open rate of emails, as well as social media analytics where available. In addition, media coverage will be recorded where relevant and feedback from members of the public via online 'Have Your Say' forms.

6.32

Appendix E

Local Outbreak Response – Employee Redeployment Plan

Introduction

1. This plan applies to all council employees and to all grades of staff during COVID-19.
2. In the event of a local outbreak, effective redeployment of employees is one of the core elements of the council's response. Employees were successfully redeployed during the national lockdown period in March 2020 and this had a significant positive impact on the council's ability to continue to service the needs of its residents as well as managing the new impacts of COVID-19.
3. Throughout this pandemic and during any local outbreak, co-operation from all employees will be required and the following framework in respect of identified redeployment needs will apply.

Employee redeployment

4. Each Assistant Director has responsibility for identifying and documenting all essential activities that need to continue during a local outbreak in their service level business continuity plans.
5. In order to manage a local outbreak it may be necessary for some or all identified non-essential services to be temporarily suspended and employees engaged in those services will be deemed available to be redeployed to assist in other essential activities.
6. The HR Business Partner will work with each Assistant Director to identify employees available for redeployment and these will be documented in the Employee Redeployment Register.
7. The Health and Safety Officer will undertake risk assessments of those employees who are to be redeployed. The wishes of employees regarding proposed redeployment will be taken into account, including any health or physical limitations.
8. The Outbreak Response Team will lead the management and redeployment of employees. This will include consideration of appropriate skill sets and geographical redeployment limits.

Pay

9. Employees will continue to be paid in accordance with their existing contract of employment at the time of redeployment unless the Outbreak Response Team identifies any additional payments should be paid.

6.33

Appendix F

Community Hub Plan

Project/Workstream: Rochford District Community Response Hub

							RACI Matrix			
Activity	**Further Action**	**Who needs to be involved/ What capacity is needed to complete the action**	**Start Date**	**Finish Date**	**Action RAG Rating (Red/ Amber/ Green)**	**Responsible**	**Accountable**	**Consulted**	**Informed**	**Review / Highlight report date / comments**
Ongoing management of core hub operations including helpline	Ongoing procedures and templates being used as per RDC handover arrangements	MegaCentre	01/06/2020	Ongoing		Julie Sawford - Megacentre	CEO MegaCentre Scott Williamson	Hub Team	Comms	9.11.20: RAG status increased to amber. Procedures and templates have not been tested due to low numbers. Review in progress.
Review of hub opening hours	Continual review of demand i.e. call numbers vs handlers Ongoing call handler reserve list being maintained.	Megacentre	01/06/2020	Ongoing		Julie Sawford - Megacentre	CEO MegaCentre Scott Williamson	Hub Team	Comms	9.11.20: No change. Ongoing review. 10-20 call handlers in reserve. Current opening times 10-4pm Weekdays only. Ans Machine in place
Continued engagement with call handler volunteers	Continual review of demand i.e. call numbers vs handlers Ongoing reserve list being maintained.	MegaCentre	01/06/2020	Ongoing		Julie Sawford - Megacentre	CEO MegaCentre Scott Williamson	Hub Team	RRAVS	9.11.20: No change. Ongoing review. 10-20 call handlers in reserve. Church network/Megacentre staff.
Continued engagement with community volunteers	Retainment of community volunteers covering all wards is critical. Evidence of emails and engagment to be shared with RDC	RRAVS	01/06/2020	Ongoing		RRAVS team - Victora, Maureen, Gail.	RRAVS manager - Victoria	Hub Team	Mega Centre	9.11.20: No change. RRAVS udpate that there are 100+ volunteers ready in reserve. Closed facebook page used as engagement tool. Recent post showed '118 seen'. Reliance as well on church network.

6.34

Engage with cleared community volunteers who were not assigned tasks with immediate opportunities	Use ongoing survey data	RRAVS	08/06/2020	Ongoing		RRAVS team - Victora, Maureen, Gail.	RRAVS manager - Victoria	Megacentre	Hub Team	RRAVS TO UDPATE
Maintain community volunteer reporting requirements	RRAVS to update and circulate the Call Centre Volunteer Directory each week to Mega Centre (CC hubvolunteer email address) to ensure the Call Centre has the most recent pool of volunteers to call upon	RRAVS, Mega Centre	04/06/2020	Ongoing		RRAVS team - Victora, Maureen, Gail.	RRAVS manager - Victoria	Megacentre	Mega centre, hubvolunteer inbox	RRAVS TO UDPATE
Communications Plan	to use Hub Team as community messengers to promote hub details. Social media campaign	Mega Centre, supported by RDC	01/08/2020	Ongoing		Julie Sawford - Megacentre	CEO MegaCentre Scott Williamson	RDC	Hub Team	9.11.20: RAG increase to amber. Social media messaging led by M/Centre with partners sharing. Videos and weekly hope stories planned.
Analyse the type of type of hub requests so we can build up a 'picture' of what type of volunteer support may be needed	Develop actions to help plan and develop future services with partners	Megacentre, RDC	24/04/2020	Ongoing		Megacentre, RDC	CEO MegaCentre Scott Williamson	RDC - Kelly Hub Team	Hub Team	9.11.20: No Change. Outcomes being reviewed by HWB/ core hub partner group.
Ongoing review of EWS referrals through secure databased	Ongoing monitoring of cases referred	RDC	01/04/2020	Ongoing		Louisa - RDC	AD people communities Louisa	Megacentre	Megcentre via duty officer	9.11.20: No Change. Weekly review of EWS by LM - ongoing.

To attend ECC hub lead SITREP meetings	Ongoing attendance with Essex partners	RDC	01/04/2020	Ongoing		Louisa - RDC	AD people communities Louisa	Megacentre	Hub Team	9.11.20: No Change. 2 weekly attendance by LM- ongoing. Info. Shared with hub partners.
To review CEV data	To manage new CEV data and expecations of contacting CEV residents	RDC	01/11/2020	Ongoing		Louisa - RDC	AD people communities Louisa	Megacentre	Hub Team	9.11.20: New activity. Data currently being received and residents being contacted. Small numbers currently managable. Risks pending 2nd lockdown data.