

Appendix 1 – Covid Impact and Response

Service Area	Summary Impact	Ongoing Impact	Lessons Learnt
Communities	<ul style="list-style-type: none"> - The impact on Communities of the Covid-19 restrictions was very significant, with concerns about physical and mental health - SKDC developed the SK Community Hub in March 2020 to link those in need of support with those able to offer it and provide signposting and information. The SK Community Hub initial focus was primarily on peoples physical needs (e.g. shopping or collecting medication) - The SK Community Hub received over 2000 calls and had a pool of over 1500 volunteers. However the demand for the SK Community Hub reduced significantly from Summer 2020 - SKDC also offered a telephone befriending service to residents during 2020, with over 300 residents taking up the offer of calls from members of staff and Councillors. This service was transferred to BHive and Evergreen in late 2020 - Since Summer 2020 the focus of the Councils work with communities has moved to supporting mental health and wellbeing - SKDC developed a Mental Health Working Party (Members and officers) in late 2020 and a motion was unanimously adopted at Full Council in July 2021 – a key focus of this has been working with voluntary and community groups - This has been extremely successful and SKDC has supported groups in accessing external funding and creating forums or developing activity to support positive mental health in our communities – which has led to investment in each of our 4 towns 	<ul style="list-style-type: none"> - The pandemic response has strengthened the relation between the Council and the voluntary and community sector, which has provided the basis for collaboration and partnership working going forward - Community groups across the district are also working more effectively together, sharing learning and best practice - The impact of the pandemic on mental wellbeing is significant and to respond positively to this involves the whole system working collaboratively - There are a number of health-related funding streams to support positive mental wellbeing and the Council will work closely with community groups to access them (alongside our own SK Community Fund) 	<ul style="list-style-type: none"> - The Council’s key role in communities is not as the ‘doer’ but to act as a stimulus, enabler, equipper and facilitator - The Council is most effective as a partner in meeting the needs of the community and can play a key role in linking other partners and groups together to ‘play to their strengths’ in supporting one another - Community leadership needs to be strengthened by developing skills in officers and Members
Social Housing	<ul style="list-style-type: none"> - The impact on SKDC’s housing service has been significant and the service has adapted through the various phases of restrictions. It should be noted that the housing service has delivered alongside the implementation of a significant service improvement plan - The initial lockdown meant a shift to “emergency only” repairs, generating a huge backlog of responsive repairs that continue to be worked through. The Council had and continues to experience cancellations of repairs and access refusals for inspections and surveys, where tenants either have Covid, are self-isolating, or feel vulnerable due to understandable concerns. - The Repairs Team and appointed Contractors continue to follow government guidance and sector best practice in terms of safe working methods, including mask use, hand sanitiser and social distancing. Repairs and surveys are being rebooked once isolation periods are over. - Despite these challenges, the Council has sustained improved performance in terms of its landlord compliance responsibilities throughout the last 18 months, for example moving from zero in-date Fire Risk Assessments (FRAs) to 100% up-to-date FRAs. - The lockdowns have impacted on Void turnaround times, either with staff or contractor sickness absence, or ongoing issues 	<ul style="list-style-type: none"> - SKDC housing service has made a number of procedural changes to support the health and safety of employees and residents that will remain, but most of the other impacts were temporary in their nature and SKDC returned to a full repairs service in summer 2020 - New complaints system has been introduced and close monitoring is important to ensure lessons are being learnt. 	<ul style="list-style-type: none"> - There is a need to develop a stronger tenants voice. - Cultural improvements are critical to ensure SKDC has a high performing housing service

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	<p>with material supplies. A new policy has been adopted and a focus on voids is being maintained to drive improvements. We continue to see improvements in this key area, with the number of properties in the process consistently falling, and the average turnaround time reducing also.</p> <ul style="list-style-type: none"> - Risk assessments were undertaken in the Councils sheltered housing complexes leading to the closure of communal lounges in the Council’s sheltered housing schemes, and refunds were made to tenants for these periods. The Sheltered Housing Team are working on plans to support and encourage the use of these facilities. 		
<p>Homelessness</p>	<ul style="list-style-type: none"> - The Council delivered the Government’s “Everyone In” initiative, ensuring nobody in the district was without accommodation, regardless of the Council’s usual homelessness duties. This included some change of use for properties in the Council’s own housing stock, from general needs to temporary accommodation. - The Coronavirus Act 2020 provided protection to social and private tenants by delaying when landlords can evict tenants. From 1 October 2021, all notice periods returned to the pre-pandemic position. This means the minimum period of notice which must be given under section 21 (the most common notice in the Private Rented Sector) is two months. - Across SKDC between March 2020 and February 2022 there were: <ul style="list-style-type: none"> i) 1235 new homelessness cases (Based on the assessment of circumstances confirming a prevention (346) or relief (889) duty) ii) 116 successful homelessness preventions of 290 completed duties iii) The flexible homeless support grant was: <ul style="list-style-type: none"> o 20/21 = £260,685 o 21/22 = £335,841 - The Council achieved a rate of 40% regarding successfully completed homelessness prevention duties and adopted a number of key actions to support and improve this, including: (successful preventions) <ul style="list-style-type: none"> i) have implemented the “call before you serve” initiative to improve relationships with Landlords and increase private rented options ii) grant funding was used to fund CAB debt adviser to help prevent homeless through debt in depth debt advice - Legislation preventing bailiff enforcement of evictions has also now expired. This measure was in place from 17 November 2020 until 31 May 2021. - Since the easing of these restrictions, there has been an increase in presentations from the Private Rented Sector, anecdotally partly driven by landlords seeking to leave the sector i.e. sell their properties. 	<ul style="list-style-type: none"> - The Council’s approach to homelessness has now returned to its pre-pandemic service. - Rough sleeper surveys were undertaken in November 2021. 	

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	<ul style="list-style-type: none"> - The Council continues to work hard with Private Landlords, for example the Council has used £2500 of its Flexible Homelessness Support Grant to partly fund the refurbishment and licencing of a House in Multiple Occupation in Grantham. In return, the landlord agreed to give the Council 100% nomination rights to the property, both the first five tenants and then any other tenant when a vacancy arises, so any household owed a homeless duty can be considered. 		
Waste Service	<ul style="list-style-type: none"> - Worked with other Lincolnshire Councils as part of the Lincolnshire Waste Partnership to ensure consistent approach to national Covid-19 guidance for delivery of the waste services - Successfully maintained all waste collection services (residual, recycling, garden, food, bulky and commercial) as scheduled to date. This has been a significant challenge and required a flexible and dedicated team to react to daily reviews/alterations to react to last minute staffing changes. - Changes and contingency planning to support business continuity includes: <ul style="list-style-type: none"> i) Refuse collection crews formed work “bubbles” to limit impact of self-isolation of close contacts of positive cases ii) Covid-19 secure arrangements implemented for waste crews, including enhanced cleaning regime for refuse collection vehicles and deep cleans iii) Covid-19 secure office environment with limited access for non-essential staff and crews - Service prioritisation to support refuse collection as a priority if necessary, to date all levels of the hierarchy have been maintained, but this is not the case in other Councils - Bonus payment as an incentive to support staff retention. - Lateral flow testing utilised to support reduced self isolation where appropriate. - The team have expanded capacity to respond to a surge in requests for bulky waste collections which increased by around 60%. - Increased use of casual staff to support provision of service. - Staff from other areas of SKDC trained to enable redeployment if necessary (mainly loader roles) - Training of new and redeployed staff to support continuity of service. 	<ul style="list-style-type: none"> - Recruitment and retention within the service is still sensitive to Covid-19 and other related issues (e.g. shortages in the labour market). Therefore an ongoing plan is required to mitigate this. - The approach includes: <ul style="list-style-type: none"> i) Benchmarking pay rates for the team ii) Building resilience and flexibility across other services to redeploy staff if needed - There is a specific ongoing risk of HGV driver shortage (linked to national shortages). Staff across SKDC with relevant licences identified to enable redeployment if needed, HGV driver training and access to agency drivers at short notice where required. 	<ul style="list-style-type: none"> - Although it has not been required to date the establishment of a ‘waste collection hierarchy’ is key to ensure resources are focused on critical services.
Workshop and Mechanics	<ul style="list-style-type: none"> - Contingency plans developed to mitigate absences due to Covid isolation, including back up processes with local companies. - Continued to maintain vehicle fleet to enable sustained delivery of core services. 	<ul style="list-style-type: none"> - Retraining of staff to support business continuity - Ongoing development of contingency contracts with local business with local suppliers to support sustained maintenance of the vehicle fleet. 	<ul style="list-style-type: none"> - The negotiation of contingency arrangements to mitigate staff absence should be put in place on an ongoing basis and any areas where additional efficiencies could be secured via the local supply chain should be fully explored.

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<p>Business Continuity, Emergency Planning and Local Resilience Forum</p>	<ul style="list-style-type: none"> - Proactive SKDC engagement and representation within the Local Resilience Forum (LRF), including via Strategic Commanders Group (SCG), Tactical Commanders Group (TCG), Health Protection Board and the Local Outbreak Engagement Board (LOEB) and specific working cells (e.g. Warn and Inform) - Established Covid-19 incident team, new systems and processes with a peak between March and throughout the summer of 2020, team reduced in size as demand reduced from this point, but a core infrastructure was retained - The team coordinated the response to national and LRF restrictions or requirements (e.g. changes to services, communication of latest guidance) - A number of processes were put in place to enhance the resilience of the organisation (and partners within Lincolnshire), including: <ul style="list-style-type: none"> i) Undertaking staff skills surveys and coordinated the redeployment of staff from non-critical services to maintain essential services, as required ii) Implementing Covid-19 service changes, risk assessments and mitigations to maintain services wherever possible (eg markets) iii) Sourcing and maintaining central SKDC supplies of PPE, particularly important during the early phases when there were supply shortages. - Alongside frontline services there was a significant requirement on support services to enable continued delivery, including: <ul style="list-style-type: none"> i) The IT team rapidly mobilising to enable 400 staff to safely work from home from a baseline prior to the pandemic of an average of 30 people working remotely each day ii) The Human Resources (HR) team undertaking a significant amount of work to understand, track, respond and support staff to support their wellbeing and mental health (e.g. wellbeing surveys, “Wellbeing Wednesday” articles iii) The Communications team proactively communicating with the public across all channels to advise them of service changes, raise awareness of changing national restrictions/guidelines and to promote public health messages iv) Daily email communication with staff and Members. - 3 Health and Safety Executive inspections of operating procedures and site visits. 	<ul style="list-style-type: none"> - A ‘hybrid’ approach to working will continue, meaning that the IT infrastructure, HR support and communications will need to continue to support home working for the vast majority of office-based staff. However, there will be some infrastructure investment required in supporting a hybrid approach as both environments need to be supported - The regular establishments of the various partnership boards has strengthen relationships and understanding across local and regional partners – although the frequency of meetings will not continue the infrastructure and partnership approach will. - Attendance at LRF and public health meetings continue. - Business Continuity Plan refreshed 2022. 	<ul style="list-style-type: none"> - Ensuring robust emergency and business continuity planning is in place on an ongoing basis is essential as there were some areas where the emergency plan was not sufficient and required redrafting. This now forms a key part of the annual assurance statement and will be regularly reported to Governance and Audit committee - Understanding the breadth of skills staff are able to offer is essential in an emergency as it enables redeployment, a skills database should be updated annually and added to when new starters join the organisation.
<p>East Midlands Building Control</p>	<ul style="list-style-type: none"> - First lockdown initially paused construction industry, impacting on EMBC volume of work - Initially furloughed 12 staff to reflect reduced workload due to lockdown. Phased return as lockdown eased - Maintained throughout emergency response for dangerous structures and enquiries 	<ul style="list-style-type: none"> - Volume of applications increased towards the end of 2020 and has continued into 2021 which saw an increase in income above forecast. 	<ul style="list-style-type: none"> - The model adopted and level of business intelligence was critical in evidencing the need for furlough and also the approach to a phased return.

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	<ul style="list-style-type: none"> - The service implemented Covid-19 secure measures to support site visits. Some site inspections switched to alternatives such as evidence of progress e.g. photographs/video where appropriate. 		
<p>Public Protection</p>	<ul style="list-style-type: none"> - Government has published a huge range of guidance and legislation relating to coronavirus. The Environmental Health team have been responsible for enforcing a wide range which has continually evolved at pace. Digesting and interpreting at short notice to provide support and advice to businesses and the public. - Over 250 Covid-19 related service requests dealt with and 155 covid related visits/inspections carried out by the team since the start of the pandemic. - Working with other agencies and partners to deliver a consistent and strong approach, including: <ul style="list-style-type: none"> i) Alongside InvestSK to enable businesses to open safely and in compliance with all relevant government regulations and guidance at every stage. However there have been occasions where enforcement is required, resulting in the serving of 6 closure notices and 1 fixed penalty to non-compliant premises ii) With other Lincolnshire Environmental Health and Trading Standards teams to shape policy and approach through LRF Engagement, Enforcement and Compliance Cell and Outbreak Management and Contact Tracing sub cell. iii) Sharing intelligence and enforcement roles at local, regional and national level with partner agencies such as the Health and Safety Executive (HSE), Government departments, Food Standards Agency, UK Health Protection Agency and other local authorities iv) Working with Lincolnshire Public Health and UK Health Security Agency to investigate and support outbreaks in workplaces and improve Covid-19 secure measures v) Advising and supporting events as restrictions eased, particularly around risk assessment and compliance with latest guidance. vi) Redeploying staff from the Arts Centres, utilising Government funding to create Covid-19 secure champions – delivering 150 visits to businesses to check on and improve compliance and using HSE resource to visit a further 77. - Developed and maintained an SKDC webpage for businesses, specific Covid-19 advice and links to documents. Regular updates to food businesses and other sectors. - Partnering with the NHS in rolling out testing and vaccination capacity across the District, including <ul style="list-style-type: none"> i) Working with the NHS, opened the joint first Covid-19 vaccination centre in Lincolnshire at Grantham Meres which issued its 250,000th jab in December – the largest in 	<ul style="list-style-type: none"> - There is an ongoing requirement for testing facilities that is likely to continue for at least the medium term, the site at Queen Elizabeth Park remains operational and is not anticipated to close. - There is potential for ongoing change in guidance and legislation for businesses and individuals and therefore it is essential that communication of, support to implement and enforcement are in place for the prevailing legislation. - Leading work on food business engagement through the vaccination programme to increase uptake. 	<ul style="list-style-type: none"> - The development of a joined up multi-agency response has been critical to the successful response from the Public Protection team and therefore priority should be given to continuing to develop and maintain these relationships outside of the emergency situation.

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	<p>Lincolnshire. Overall approximately 320,000 Jobs issued in the District as of 1 February.</p> <p>ii) Testing sites across the District including mobile sites at Grantham Meres and St Martins Park and a walk-in PCR site at Queen Elizabeth Park.</p> <ul style="list-style-type: none"> - Changes to licensing processes to support ongoing provision of services e.g. to enable taxi drivers to continue to operate. Also provided focused sector advice and face coverings through government scheme. - New licensing legislation (pavement licensing) implemented to support re-opening of businesses through easing of restrictions. 		
Companies			
Invest SK Ltd	<ul style="list-style-type: none"> - The impact on InvestSK as a company has been vast. The focus of the business and therefore its resources shifted to the administration of Government business grant schemes immediately after the initial restrictions and business support grants were announced. - Since then (March 2020) the continual periods of restrictions and lockdowns has meant the focus has remained almost exclusively on the administration of grants and providing key support to local businesses. - A new business plan was developed in September 2020 that reflected more closely the business activity and roles within the team. This business plan also identified a much tighter remit for delivery going forward and identified business support and regeneration of our towns as the primary function of the business. - In total since the first Government Covid 19 grant scheme was introduced £51,654,729 has been distributed to over 3,000 South Kesteven businesses. This has involved the processing of over 10,400 individual transactions. - The impact on businesses has very much depended on their individual sectors. Retail, hospitality, leisure and tourism have clearly been the hardest hit sectors in the main due to the periods of lockdown. However the swift administration of grants has provided great support to these and very few have ceased operating. Indeed some growth areas in the more traditional trades has been apparent and overall the rich mix of sectors and our lack of reliance on specific large sectors has ensured a resilient economy throughout the pandemic. - Worked alongside Public Protection to support businesses in opening safely and inline with all relevant legislation and guidance. - Award of the Future High Street Fund (FHSF) of £5.56m - Delivery of Heritage Action Zone programme continued. - Success in restructuring team to focus on supporting local business. 	<ul style="list-style-type: none"> - The newly developed InvestSK business plan focuses much more closely on economic development and economic recovery, this is expected to continue whichever model is adopted - There has been a decline in the level of enquiries for employment space, both from existing businesses and prospective inward investors, which is a trajectory that is expected to continue, with many businesses adapting their model to working from home has meant a number of businesses who pre-pandemic were looking for office space no longer having that requirement - There has been an increase in enquiries for retail space and in particular from new start ups. - The Visitor Economy is a very much a priority sector for the District and within the InvestSK business plan. It is acknowledged that the sector has been hugely impacted during the pandemic and many of our tourism and hospitality businesses have articulated the 'Covid impact' on their business operation. - A lack of tradespeople and materials is having an impact on a number of projects either directly delivered or supported by InvestSK. The most notable of these being the Grantham High Street Heritage Action Zone project where delays are evident in the delivery of shop front improvements to heritage buildings in the town. Delays are also evident in the purchase of plant and machinery for businesses trying to diversify their offer post-pandemic. 	<ul style="list-style-type: none"> - During the pandemic the importance of working hand in hand with the finance and revenues and benefits teams has been exemplified – this is an approach that is now firmly embedded in InvestSKs business plan and working practices.

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<p>Environment SK Ltd</p>	<ul style="list-style-type: none"> - Lockdown restrictions caused most private work to be cancelled/postponed immediately (e.g. marking of sports pitches) – began to recover in Summer 2020. - Significant supply chain issues due to shortage of timber and equipment, either led to delays or increased cost of works. - Some Environment SK Ltd staff were seconded to the Council to support the delivery of core services (e.g. waste collection). - New working practices were adopted to adopt social distancing measures (e.g. reduced number of people in vehicles), which impacted on efficiency. - Additional measures put in place to ensure health and safety around key sites (e.g. vaccination and testing centres Meres leisure centre and testing centres elsewhere) including additional gritting during the winter. 	<ul style="list-style-type: none"> - Increased cost of materials is ongoing causing additional costs to undertake works. - Workforce shortage has caused significant recruitment and retention issues, impacting on the ability to deliver roles. 	<ul style="list-style-type: none"> - EnvironmentSK Ltd as a small, standalone business has limited resilience and therefore is vulnerable to fluctuations in workforce availability with limited opportunity to mitigate the impact.
<p>Leisure SK Ltd</p>	<ul style="list-style-type: none"> - The first year of trading for LeisureSK Ltd has remained difficult due to the ongoing implications of Covid-19. This has included an extended period of national lockdown, which began immediately after the formation of LeisureSK, when the leisure centres had to remain closed, and also ongoing restrictions on the activities undertaken and the participants able to take part once the facilities opened. - The longer term effects of the pandemic are also wide reaching in terms of customer behaviour. Nationally fitness memberships are around 74% of pre-Covid levels, for LeisureSK Ltd this is currently 75%. The challenge remains attracting new customers, but also re-engaging those who would previously had a membership, but have switched to informal outdoor activities or are using on-line fitness content. - Some of the loss of income in the current financial year has been mitigated by a successful award from the National Leisure Recovery Fund in the sum of £320,527, this has been complemented by the receipt of additional sums from the small business grants which were administered by InvestSK. Savings were also achieved from the reduced business rate liability as a result of the payment holiday and reduced liability which were introduced by Central Government. - Wherever possible employees were furloughed during the periods of closure and reduced activity levels, with a core of operational staff being retained to ensure that health and safety checks could still be undertaken. Long periods of furlough did result in some staff leaving the organisation for alternative employment, however vacancies have been successfully recruited to when there has been a need. - The table tennis centre at Grantham Meres has been designated, and continues to operate, as one of the main vaccination centres for Lincolnshire. This has been a tremendous asset in the fight against Coronavirus and has also generated income for LeisureSK when activities were limited. 	<ul style="list-style-type: none"> - Across the industry membership and usage has not recovered to the pre-pandemic levels due to a mixture of behaviour change and restrictions on class sizes. Effort is being made to mitigate the ongoing impact of usage. - In addition LeisureSK will maintain its broader offer encompassing online, out of centre activities to engage people in positive physical activity. - New business plan has been developed to meet prevailing market conditions. - Work on the Deepings Leisure Centre refurbishment has continued, enabling a project to be recommended to Council on 14/12/2021. - Recruitment of Non-Executive Director for company was successful and impact has supported the recovery and future planning processes. 	<ul style="list-style-type: none"> - New onboarding arrangements established for employees to support the vision and culture is essential. - Standard operating procedures adopted early to enable safe reopening. - Early and regular communications with the wider team has been beneficial in ensuring that there is an informed and motivated team.

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	<ul style="list-style-type: none"> - The main areas of income generation for LeisureSK Ltd remain fitness memberships and swimming lessons. During the lockdown period LeisureSK Ltd successfully launched on-line fitness classes to continue to engage with customers and aid retention. This, together with the development of outreach activities and healthy lifestyle programmes, will be an ongoing focus for the company. - For swimming lessons, numbers are currently 67% of pre-pandemic levels. This has been exacerbated by the temporary closure of Deepings Leisure Centre. It is pleasing that 850 pupils have been added to the scheme since this recommenced in April 2020. In addition approximately 400 of the 600 pupils who previously swam at Deepings, have been accommodated at either Bourne or Stamford pools. There is a significant waiting list for children to learn to swim, and it is hoped that as restrictions limiting the numbers in classes ease then the waiting list can be incorporated into the scheme. This will also be dependent on the recruitment of swimming teachers and training courses have already been planned in this regard. 		
Gravitas Housing Ltd	<ul style="list-style-type: none"> - The pandemic and subsequent lockdown impacted nationally in March 2020 which was at the point the development was being actively marketed. Therefore there was an immediate adverse impact as property sales slumped from March 2020 with a measured recovery from that time towards November 2020. However since that date, sales have picked up during 2021 and to date 21 of the 25 units have either sold or have reservations placed on them. 	<ul style="list-style-type: none"> - The development will continue to be marketed by professional agents until all units have been sold. At the present time there are no further development projects proposed for Gravitas although this will be a matter for Companies Committee to consider at a future meeting. 	
Staff Welfare	<ul style="list-style-type: none"> - To support the immediate protection of staff 400 office based staff were rapidly relocated to working from home in March 2020. - A staff survey was undertaken to establish any members of staff that were clinically extremely vulnerable or living with other people who were vulnerable to ensure that appropriate measures could be put in place. - SKDC operational buildings were adapted to ensure health and safety measures were in place and appropriate social mitigations adopted (endorsed after an inspection from the Health and Safety Executive). - Various measures put in place to support mental wellbeing, particularly with regards staff working in isolation, including: <ul style="list-style-type: none"> i) Supporting managers ensuring frequent communication with all team members ii) All teams undertaking regular (online) team meetings iii) Survey identifying mental/physical health issues to enable individual mitigations were put in place iv) Development of support and advice via “Wellbeing Wednesday” and “Fun Friday” emails v) Regular signposting to Employee Assistance Programme 	<ul style="list-style-type: none"> - Moving to an ongoing hybrid approach to future working, ensuring that appropriate distancing measures are in place but enabling all colleagues to return to the office c. 40% of the time - Continue to deepen investment in mental and physical health of staff, including: <ul style="list-style-type: none"> i) Mental health awareness training adopted as part of staff induction programme ii) Continued promotion of Mental Health First Aiders and Employee Assistance Programme iii) Rolling out further wellbeing support offers to employees, for example “Working Well With One You Lincolnshire” - Ongoing communication with all staff via the senior leadership team and other managers within the organisation to ensure that any team or individual issues are identified and mitigations are put in place. 	<ul style="list-style-type: none"> - During the various ‘phases’ of the pandemic the priorities around wellbeing have changed and may well continue to change during recovery. Therefore it is essential that the Council continue to communicate with employees to ensure that the appropriate employee support is in place.

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	<ul style="list-style-type: none"> vi) Work with the Mental Health Working Party to support the wellbeing of colleagues (including refreshing Mental Health First Aid training) - As restrictions eased and it become possible for more staff to return to the office those that identified a desire to be on site more frequently were supported in doing so (while maintaining social distancing). - Consulting with colleagues around plans to develop a hybrid approach to future working. 		
Members and Decision Making	<p><u>Decision Making Meetings:</u></p> <ul style="list-style-type: none"> - The Government passed legislation to make decision making meetings virtual in May 2020 for 12 months. - The Council rolled out technology to enable all meetings to take place on line and from April a full programme of meetings took place. - The provision for virtual meetings ended after 12 months so face to face decision making meetings, with appropriate social distancing were incorporated. - In most cases these meetings have taken place in the Council Chamber, however full Council has taken place at the Meres leisure centre, at a cost of approximately £5,000 per meeting. - It should also be noted that in instances where Covid has been particularly prevalent and the meeting was not time sensitive meetings have been postponed (e.g. Governance and Audit on 22 December). - The Council has also invested in technology to enable meetings to be broadcast live via YouTube and remain available online, which has increased the opportunities for public engagement with meetings without the need for physical attendance. - Governance and decision making has continued and there has been no significant impact on this. - Regular risk assessments have been undertaken to ensure attendees are safe. 	<p><u>Decision Making Meetings:</u></p> <ul style="list-style-type: none"> - The Government has not stated any intention to re-introduce provision for virtual meetings and therefore the intention is to continue with face to face meetings and implement appropriate social distancing measures (e.g. limits on number of people attending). - However should the virtual meeting legislation be re-introduced the Council would consider options to introduce hybrid meetings. - The investment in technology to enable meetings to be broadcast online live and available afterwards has been a good investment and the intention is to continue to utilise this and promote access online. - Paper copies of agendas and reports will need be refined to move towards a full electronic system. - Upgrade required in a the ventilation system to enable Members to return to the Council chamber safely. 	<p><u>Decision Making Meetings:</u></p> <ul style="list-style-type: none"> - The changes during the restrictions accelerated the need to invest in technology to make public meetings more accessible – the Council should continue to explore and invest in opportunities to promote these. - Regular communications with Members is key to support ongoing positive engagement with the Council.
	<p><u>Civic Events:</u></p> <ul style="list-style-type: none"> - Civic events were significantly limited by the restrictions, leading to a significant reduction in both number of events happening and people attending - The reintroduction of these events has been managed carefully to provide civic events but also ensure that appropriate health and safety measures are in place 	<p><u>Civic Events:</u></p> <ul style="list-style-type: none"> - The civic events programme will continue to be reintroduced in a ‘balanced’ way and ensuring that appropriate measures are in place to mitigate health and safety risks 	<p><u>Civic Events:</u></p> <ul style="list-style-type: none"> - The civic events programme should be developed in a way that enables it to be flexed in line with any restrictions and the prevalence of covid-19 in the population
	<p><u>Member Wellbeing:</u></p> <ul style="list-style-type: none"> - Members, like all other cohorts in the population, have faced significant changes to their lives over the past 24 months, which has had a consequential impact on wellbeing - The Chief Executive and the Corporate Management Team (CMT) have been particularly concerned about this and therefore implemented a number of measures to mitigate this, 	<p><u>Member Wellbeing:</u></p> <ul style="list-style-type: none"> - Supporting the positive wellbeing of Members remains a particular focus for the Council and the Employee Assistance Programme remains available to all Members. - The Mental Health Working Party also have a workstream focusing on the wellbeing of Staff and Members, with various support measures in place. 	<p><u>Member Wellbeing:</u></p> <ul style="list-style-type: none"> - Member Wellbeing should have been prioritised prior to the onset of Covid-19 and the principle has now been embedded that any wellbeing offer for employees will be mirrored for Members - CMT members and other senior officers are also encouraged to be aware of any particular concerns

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	<p>including the extension of the Employee Assistance programme to Members and also CMT members contacting each Member during 2020</p> <ul style="list-style-type: none">- Members have also positively engaged with communities via the SK Community Hub and the Mental Health Working Party, which has had a consequential positive impact on them- The Cabinet Member for People and Safer Communities developed a survey to understand the impact on Members, which has been considered and approaches tailored appropriately	<ul style="list-style-type: none">- In addition regular liaison between the Chief Executive and Group Leaders to raise any concerns about any individual Members.- Meetings to continue at the Meres Leisure Centre in the short term.	<p>about individual Members and signpost them to appropriate support</p>
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