

CABINET	AGENDA ITEM No. 3
11 MAY 2020	PUBLIC REPORT

Report of:	Chief Executive and Joint Management Team	
Cabinet Member(s) responsible:	Councillor John Holdich, Leader of the Council and Deputy Mayor of Cambridgeshire and Peterborough Combined Authority	
Contact Officer(s):	Amanda Askham, Director of Business Improvement and Development	Tel. 07919 166328

PETERBOROUGH CITY COUNCIL'S RESPONSE TO COVID-19

R E C O M M E N D A T I O N S	
FROM: Amanda Askham, Director of Business Improvement and Development	Deadline date: N/A
It is recommended that Cabinet note and comment on the progress made to date in responding to the impact of the Coronavirus.	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from the Joint Management Team.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to update on:

- the Council's response to the current Coronavirus pandemic;
- the progress made on assessing financial, service and community impact; and
- the Council's initial approach to recovery.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1, 'To take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to deliver excellent services.'

3. TIMESCALES

3.1

Is this a Major Policy Item/Statutory Plan?	NO
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4. BACKGROUND AND KEY ISSUES

- 4.1 In December 2019 cases of a new coronavirus were identified in the city of Wuhan in China. Since December, the virus has spread rapidly across the world and the World Health Organisation declared a global pandemic in March. More than two million cases have now been reported worldwide and cases and deaths continue to rise in the UK.

UK RESPONSE

- 4.2 In the UK, the Government has developed a coronavirus COVID-19 action plan, with the aim of 'flattening the curve' to reduce the peaks in pressure on NHS, social care services and the wider society.
- 4.3 On 23rd March, the Prime Minister announced stringent new guidelines for 'lockdown' and 'social distancing' for three groups:
- 'Shielded Group' – around 1.5 million people nationally (we are expecting up to 30,000 people locally, including GP lists) have been identified in this extremely vulnerable category and have been told to "shield" themselves at home for 12 weeks.
 - Vulnerable people – people over 70, people with underlying health conditions and pregnant women have been advised to do all they can to minimise social contact.
 - Everyone else - was asked to work from home where possible - travelling to and from work only where absolutely necessary; avoid public transport; only leave home for essential food supplies and medical needs or to provide care to others and only to go out for necessities and exercise once a day.
- 4.4 Lockdown measures also stipulated that schools, libraries, places of worship, restaurants, bars, leisure facilities and other non-essential facilities should close immediately. Gatherings in public of more than two people who do not live together were prohibited and all social events including weddings and baptisms were cancelled; with the exception of funerals which were limited to close family only. Parks could remain open for exercise but gatherings would be dispersed. The police have been given the power to fine and disperse where lockdown rules are not being adhered to.
- 4.5 The Coronavirus Act was passed by Parliament on the 23rd of March 2020. The Act is part of the Government's response to the COVID-19 pandemic and is intended to enable the Government to respond to an emergency situation and manage the effects of a pandemic. The legislation, which is time-limited for 2 years, allows the Government to switch on these new powers when they are needed and, crucially, to switch them off again once they are no longer necessary, based on the advice of the Chief Medical Officer.

The Act enables action in 5 key areas:

- increasing the available health and social care workforce – for example, by removing barriers to allow recently retired NHS staff and social workers to return to work;
- easing the burden on frontline staff – by reducing the number of administrative tasks they have to perform, enabling local authorities to prioritise care for people with the most pressing needs and allowing key workers to perform more tasks remotely and with less paperwork. This has included easements in the Care Act but no relaxation of the Children and Families Act;
- containing and slowing the virus – by reducing unnecessary social contacts, for example through powers over events and gatherings and strengthening the powers of police;
- managing the deceased with respect and dignity – by enabling the death management system to deal with increased demand for its services; and
- supporting people – by allowing them to claim Statutory Sick Pay from day one, and by supporting the food industry to maintain supplies.

CAMBRIDGESHIRE AND PETERBOROUGH LOCAL RESILIENCE FORUM'S REPOSE

- 4.6 The Civil Contingencies Act 2004 sets out a definition for 'emergency' which includes events which threaten serious damage to human welfare. The Act places an obligation upon emergency services and local authorities (defined as category 1 responders under the Act) to assess the risk of, plan, and exercise for emergencies, as well as undertaking Business Continuity Management.
- 4.7 The Civil Contingencies Act and its accompanying regulations provide that responders, through a local Resilience Forum have a collective responsibility to plan, prepare and communicate with the area they service for an emergency. Cambridgeshire and Peterborough Local Resilience Forum is the collective body set up to carry out those responsibilities. Those responders are category 1 (as described above) and category 2 responders which include utility companies, transport organisations and others such as the Combined Authority.
- 4.8 The Cambridgeshire and Peterborough Local Resilience Forum has approved and is now acting in accordance with the CPLRF Pandemic Influenza Plan which was signed off in January 2019. The plan requires a Strategic Coordinating Group (SCG) to be set up to coordinate the multiagency response to the pandemic at a strategic level. This group had its first meeting on the 9th March 2020 and has been meeting weekly. An Executive Group of the SCG (made up of category 1 responders) was set up on 23rd March 2020 and has been meeting every week day. The SCG was initially co-chaired by Chris Mead Detective, Chief Superintendent of Cambridgeshire Constabulary and Dr Liz Robin, Director of Public Health, but this position changed to Jan Thomas, Chief Operating Officer of the CCG and Gillian Beasley, Chief Executive of Cambridgeshire County Council and Peterborough City Council, as it became apparent that key strategic planning would be focused on health, social and community issues. On 23rd March 2020 the Strategic Coordinating Group declared, under the Pandemic Influenza Plan, that COVID 19 was a major incident.
- 4.9 The SCG is supported in its work by a Tactical Silver Group chaired by Laura Hunt from Cambridgeshire Constabulary and this group in turn, is supported by a number of tactical sub-groups as follows:-
- Warn and Inform Subgroup leading on the joined up communications across the public services system, co- chaired by Christine Birchall, Head of Communications PCC/CCC and Hayley Douglas, Head of Communications for Cambridgeshire Fire and Rescue.
 - Community Reference Subgroup (leading the Hub work) chaired by Adrian Chapman, Service Director Communities & Partnership PCC/CCC.
 - Excess Deaths Subgroup Chaired by Leigh Dunbar from PCC/CCC.
 - PPE Cell chaired by Linda Sheridan from Public Health and Sarah Learney from Health.
 - Multi Agency Incident Cell led by Leigh Allman, Detective Chief Inspector Cambridgeshire Constabulary.
 - Intelligence and Analysis Cell chaired by Tom Barden from PCC/CCC.
 - Recovery Subgroup chaired by Jo Lancaster, MD of Huntingdonshire District Council.
 - Economic subgroup chaired by John T Hill, Chief Officer Business Board/Director of Business and Skills form the Combined Authority.
- 4.10 Category 1 responders also set up their own command and control arrangements. For Cambridgeshire County Council and Peterborough City Council there is a Gold Joint Management Team which meets virtually every weekday morning at 8.00am to determine actions each day and to escalate for resolution to the daily Executive Strategic Coordinating Group which meets virtually at 11.30am each week day morning. A Tactical Working Group meets weekly and Operational Groups in each Directorate meet at least weekly and more frequently where required.

PETERBOROUGH CITY COUNCIL RESPONSE

- 4.11 Whilst critical decisions on this emergency are taken within the arrangements set out in paragraphs 4.8 to 4.10, the City Council needs to have proper arrangements for the transparent accountability and scrutiny of decisions taken within this emergency.
- 4.12 Guidance from the Local Government Association for Councillors on COVID 19 together with advice from the Centre for Public Scrutiny on maintaining accountability of decision-making, has informed the approach which the City Council proposes to take and is summarised as follows:-
- Highlight reports of the activity of each main area of operation of the Council for COVID-19 will be sent to all Members on a weekly basis, sent out on Monday of every week.
 - All Members will receive two daily reports, one a media report at 11.30am and one a report of the Government's daily briefing which usually comes out early evening.
 - All Members will receive two weekly reports on the activities of the Strategic Coordinating Group.
 - Group Leader meetings will continue to take place on a fortnightly basis.
 - Insite will continue to be issued to all staff and Members containing a roundup of the week's information.
 - Members will always be able to raise individual issues or concerns to officers in the usual way whether it be COVID-19 or other service-related issues.
- 4.13 In relation to decision making and scrutiny through committees the following arrangements were agreed: -
- At every Cabinet meeting there will be a COVID-19 report summarising the key issues, including a financial report and attaching the last four weeks relevant highlight reports as well as updated information since the date of the last highlight report. This will allow the public to see all of the detailed activity and allow Members to ask questions and scrutinise the decisions and actions taken. This will be followed by additional meetings of Joint Scrutiny Committee which will be set up and run based on guidance issued by the Centre for Public Scrutiny.
- 4.14 Following the issue of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 which came into force on 4th April 2020, the Council also created a Virtual Meeting protocol which was agreed by Group Leaders and sent to all Members. This will be reviewed after the first few weeks of operation once it has been tested and amendments made as necessary. The Council has also considered the options for IT platforms for virtual meetings and testing continues on which platform is most suitable for the equipment currently in use by councillors - the preference is to use Zoom for public facing meetings and Microsoft Teams for confidential or sensitive matters.
- 4.15 The Constitution provides for the executive management of the Council to be undertaken during periods of an emergency where normal decision making governance cannot be followed as a result of that emergency. Part 3, Delegations Section 3 - Executive Functions Section 3.6.2 (d) states that the Chief Executive is authorised "to take any action, including the incurring of expenditure, where emergency action is required" and Section 3.6.5 (f) states that the Chief Executive and every Director shall be authorised to exercise the following functions in so far as they fall within his/her remit, subject to the ability of the Leader (or Cabinet Members acting under authority delegated to them by the Leader or a regulatory committee of the Council to exercise the functions) "to take any emergency action necessary for the safety of the public or the preservation of the property of the Council".
- 4.16 A protocol for the dealing of costs associated with the management of COVID 19 has been agreed and implemented. Any decision that will result in a financial implication in excess of £20k requires a business case to be approved. All items are reported to the Council's Management Team on a weekly basis so that there is visibility of the financial implication of the decisions being made. These items will be reported to Cabinet on a monthly basis with effect

from the May cycle of meetings.

4.17 Immediate Focus

Over the last three weeks, the immediate priorities for the Council have been to:

- a) Understand and make plans to mitigate against the potential impacts and key risks to delivery of effective critical services - both directly provided and commissioned services.
- b) Ensure the sustainability of adult social care during the COVID-19 outbreak, particularly the links with planning and action in the NHS including response to new Hospital Discharge Guidance.
- c) Ensure that effective business continuity arrangements are in place to maintain all other critical services.
- d) Establish a Coordination Hub so that shielded and vulnerable self-isolators are supported with supplies of food, medicine, and other essential support.
- e) Ensure that vulnerable children are supported during the pandemic, including work with schools and settings to ensure that arrangements are in place to support both vulnerable children and children of essential workers.
- f) Provide accommodation and services to rough sleepers, and those at risk of rough sleeping, to support social distancing and self-isolation.
- g) Optimise deployment of staff and volunteers to support critical activity.
- h) Implement measures to protect and support our workforce in line with national guidelines whilst maintaining critical services and allowing effective emergency planning.
- i) Maintain public trust and confidence by providing reassurance, frequent communication and to amplify the clear public health and Government guidance.

4.18 Workforce

In order to implement social distancing throughout our workforce and to free up capacity to maintain critical services (including COVID-19 response), we have suspended some services and operations, for example Household Recycling Centres.

4.19 In addition, we have redeployed staff working in roles which are not critical in the current context and switched them to supporting the Council and our communities in critical services through the Coordination Hub.

4.20 Our agile working practices and our IT infrastructure have enabled the majority of staff to work from home or switch to other roles quickly and relatively easily.

4.21 Adult Social Care

The emergency Coronavirus legislation reduced many of the Care Act's 'duties' to 'powers', with the extent to which councils change their approach to care assessments, care plans and carer's assessments to be determined locally. This guidance has now been reviewed and, at this stage, the Council is not seeking to implement any easements.

4.22 As directed by the Government, the Council has been working with the NHS to ensure that, where it is appropriate to do so, as many people as possible are moved out of hospital and that as many people as possible are supported in the community to avoid new hospital admissions. To do this, additional care capacity has been purchased and care providers will be paid an additional 10% until the end of June to ensure that they can continue to provide care to the most vulnerable people in our communities.

4.23 The Government has published a range of guidance for Adult Social Care staff, Care Homes and providers and all of this has been reviewed and shared with the ASC system. Significant action has been taken locally to resolve PPE supply and guidance issues for our staff and providers.

4.24 Coordination Hub

On the 22nd of March, The Prime Minister asked Local Authorities and their LRFs to develop Local Support Systems to support people who are at the highest risk of severe illness if they contract COVID-19 (the 'shielded' group). In response, a countywide COVID-19 Coordination Hub has been established and is now fully operational.

- 4.25 The Hub works alongside a network of District and City Hubs which have been established across Cambridgeshire and Peterborough, ensuring that there is a comprehensive response to supporting vulnerable residents:
- helping to ensure that services provided by key workers are sustained at safe and appropriate levels through the redeployment of staff and the deployment of volunteers;
 - co-ordinating the distribution of support to the shielded group where needed (currently there are around 10,000 individuals registered as shielded across Cambridgeshire and Peterborough, from the 20,000 that have been identified by Government). So far the Hub has responded to around 1700 requests for support.
 - ensuring with our partners that we are making the best use possible of all available resources to minimise anxiety, to co-ordinate social action, and to ensure those most vulnerable are benefitting from appropriate community support.

District and City Hubs are also identifying and responding to the needs of vulnerable people who sit outside the shielded group.

- 4.26 There has been a tremendous response from local people and over 1800 volunteers are now registered with the Hub. Around half of these volunteers have a valid DBS check and will be directed towards supporting social care, NHS and related services and the most vulnerable people, with the rest picking up local responses.
- 4.27 The Hub logistics operation, based from a warehouse facility in Alconbury, is also fully operational, delivering food and essential supplies to those without any other support, and overseeing distribution of PPE. Red Cross volunteers are doing an amazing job sorting, organising and delivering supplies.
- 4.28 The County hub's focus is on the shielded group of people identified by health and coordinating the deployment of volunteers and redeployed staff. Each District Council and City Councils have developed local hubs. In Peterborough the hub went live on 2nd April and as of 24th April have received 115 calls for help. This includes help with accessing food and essential items, delivery of medicines, support to children and families, benefits advice. The Voluntary and community sector are an integral to our ability to deliver this support, as are Registered social landlords, like Cross Keys Homes and the wider public and private sector.

Information on how to get or give support is on the Peterborough website: [Community Support](#)

4.29 Schools and settings

A high percentage of schools across Peterborough have been open to support vulnerable children and children of key workers. There was a dip in numbers attending over what would have been the Easter holidays, as expected, with numbers rising again the following week. There is also good capacity in Early Years settings and child care providers, offering child care for vulnerable and critical workers children when they need it.

- 4.30 We continue to work with children's social care and schools to ensure the children who need support are accessing their school and we have seen a steady increase in the number of vulnerable children attending school. The DfE has complimented our process for risk assessing vulnerable pupils and have asked to share our process with other Local Authorities.
- 4.31 A range of support is in place for schools and settings including:
- daily updates and interpretation on the Government guidance;
 - social distancing and PPE advice;
 - advice and support to encourage parents to apply for a free school meal for eligible children;
 - support for ensuring ICT access for disadvantaged pupils;

- a toolkit around commercial and traded issues resulting from the COVID-19 situation.

4.32 Public Health

The Public Health Director and Team have been providing advice and guidance to the Cambridgeshire and Peterborough Local Resilience Forum (LRF), the multi-agency COVID-19 Strategic and Tactical Co-ordination Groups and providing a direct link to Public Health England.

- 4.33 The Personal Protective Equipment (PPE) challenges facing all areas of the system - acute providers, community care, care homes, funeral directors, emergency responders and many others - continues to be one of the most significant risks to our response to the Coronavirus pandemic. Dr Linda Sheridan, Public Health Consultant, co-chairs the LRF Personal Protective Equipment (PPE) Cell jointly with the CCG, and there has been extensive work to provide support on the application of the Public Health England national guidance. Local summaries of the national guidance have been developed for different settings (e.g. care homes, district council services, volunteers and different situations) and has been communicated throughout the system. The cell is leading on distribution of the national PPE stock recently supplied to LRFs, and is planning to put in place processes to co-ordinate joint procurements across LRF organisations, when this would be of mutual benefit.

- 4.34 There is recognition that people's mental health and general wellbeing is likely to be negatively affected during this period. The Public Health team, along with the PCC Communications Team are developing and signposting a range of excellent resources on protecting and promoting good mental health, with targeted and tailored updates for the general population, the Council's workforce and for vulnerable groups.

4.35 Planning for excess deaths

Modelling of the impact of COVID-19 indicates that, very sadly, we will see an increase in the number of deaths across Peterborough and Cambridgeshire during the current pandemic. The management of these additional deaths is a significant and very challenging issue and it is crucially important that we get the right balance between ensuring the deceased and grieving families are treated with respect and dignity, making sure that those involved are not put at an increased risk of contracting the virus and continuing to service an increasing number of deaths.

- 4.36 Work to set up additional mortuary space has taken place with our partners at Peterborough City Hospital. The Ministry of Housing, Communities and Local Government has provided an additional unit with the capacity to hold 90 bodies. This unit is now ready for use at the Hospital should it be required.

- 4.37 Further capacity for Peterborough and Cambridgeshire has been commissioned at Marshalls Aerospace and Defence in Cambridge. Arrangements have been made with a Peterborough based Funeral Director for the transportation and recovery of the deceased from this site in the eventuality that there is insufficient capacity at either Peterborough City Hospital or Hinchingsbrooke Hospital. We have worked with the Hospital Trusts, Funeral Directors and the Crematoria to identify how these facilities will be operated and to ensure that we are able to manage deaths safely and compassionately.

4.38 Communications

The Communication Team continues to put out daily briefings to staff, Members, Parish and Town Councils and the Media ensuring that information is readily available, clear and proactive. Updates on any service changes are also made daily on websites and across social media platforms.

- 4.39 The Council is providing regular video updates from the Director of Public Health and the Leader of the Council, along with a strong social media presence and positive media coverage.

These initiatives, along with campaigns to support good mental health and wellbeing, are intended to ensure that the public feel well informed and reassured that the Council is taking decisive steps to protect the most vulnerable, to support the NHS, and to plan for a positive recovery for Peterborough.

4.40 Data and Insight

The Business Intelligence Team and the Public Health Intelligence Team have been working with colleagues from across the LRF organisations to enable detailed understanding of the current and future impact of COVID-19, helping to track the position locally and summarising global and regional trends to inform actions. Collaboration across multi agency intelligence functions is supporting the response, for example in enhancing intelligence on at risk groups and 'Shielded' group information to aid targeting of resources and support.

4.41 Highlight reports from all areas of the Council and as detailed in paragraph 4.13 of this report, are sent to all Members weekly and can be found at this [link](#).

5. **RISK MANAGEMENT**

5.1 Given the significant impact of COVID-19 on both the Council's immediate operations and its longer term achievement of strategic objectives a COVID-19 risk log has been developed. This is split into three sections:

- A short-term risk log for the internal-management of the Council's response to COVID19.
- A longer-term risk log for the strategic-management of the delivery of the Council's objectives arising from the current event.
- A review of major projects to identify which are critical to the Council, with a risk management action plan against each of these projects.

5.2 The immediate priority has been to develop the internal COVID-19 risk log which has five themes – infrastructure, finance, people, operations and reputation. Each of these themes has a number of trigger events and corresponding controls and actions. These themes have been cross referenced to the existing Corporate Risk Register and to Directorate Risk Registers. The internal COVID-19 risk register has been reviewed by the Joint Management Team weekly from 17th April 2020.

5.3 The strategic risk register is being developed next and will inform the recovery phase. The PESTELO approach has been applied in order to structure our controls and actions, this takes into account 7 themes: Political, Economic, Social, Technological, Environmental, Legal and Organisational. Management of strategic risks is likely to be widely dispersed through the organisation, its partners and the Peterborough system.

5.4 We have also reviewed all of our critical projects and ensured that risk management plans take into account potential impacts of the Coronavirus pandemic.

6. **RECOVERY**

6.1 As a Council we have been at the forefront of leading the response to the pandemic, diverting most of our effort to ensuring that the public and businesses are supported through what is an unprecedented emergency in modern times. We have a significant degree of influence and accountability for the public's experience of living and working in Peterborough. Our ambition, our relationships with system partners and our significant investment in change and innovation over the past few years, makes us very well placed to contribute to the recovery and redesign that will be required in Peterborough in the coming months and years.

6.2 It is very likely that the Council and the services it delivers may need to be different once we have dealt with the immediate response required by the crisis and when we have understood the future needs of Peterborough's society as it is re-established post COVID-19. While significant levels of local authority resources are redirected to the front line and current emergency, it is important to

ring fence capacity and expertise to start planning for the aftermath and recovery as quickly as possible

- 6.3 To plan for these phases, the Joint Management Team has started to build a recovery framework, with the first steps being:
- identifying the risks, both the immediate operational risks and the after-effects that could destabilise organisational and financial sustainability, service delivery, communities and suppliers;
 - forecasting the social and economic impact of different scenarios to the Council and communities;
 - capturing learning and opportunities and thinking about the changed behavioural aspects that we might wish to permanently embed (for example community resilience and support, climate impacts during lockdown, changed attitudes to travel and agile working);
 - planning for the reintroduction of services that have been suspended during the pandemic.

- 6.4 A number of officers including the Deputy Chief Executive, Executive Director Place and Economy, Director of Business Improvement and Director of Education are also involved in the Cambridgeshire and Peterborough Local Resilience Forum Recovery Group, which is chaired by Chief Executives from Huntingdon and South Cambridgeshire District Councils

7. ALIGNMENT WITH CORPORATE PRIORITIES

- 7.1 The current Coronavirus pandemic will have both an immediate and a longer term effect on all of the Council's priorities. The impacts will be monitored and managed through our risk logs and recovery plans and will feed into the annual review of Council strategy.

8. CONSULTATION

- 8.1 No consultations were undertaken or required for this report.

9. ANTICIPATED OUTCOMES OR IMPACT

- 9.1 By being kept up to date with the latest situation the Cabinet will continue to make appropriate decisions as and when necessary.

10. REASON FOR THE RECOMMENDATION

- 10.1 To keep Cabinet up to date on the latest situation in relation to Covid-19 and the action taken by the Council in response to the emergency.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 If Cabinet were not updated in a formal meeting this would mean that information would not be available to the public and that Cabinet Members would not be able to question officers or debate relevant matters in relation to the Councils Covid-19 response in a transparent manner.

12. IMPLICATIONS

Financial Implications

- 12.1 For Financial impact analysis, please see the 11th May 2020 Finance Cabinet Report.

Legal Implications

- 12.2 Information report, therefore not relevant.

Equalities Implications

- 12.3 Information report, therefore not relevant.

Carbon Impact Assessment

- 12.4 Information report, therefore not relevant.

Significant Implications

- 12.5 The impact of the Coronavirus pandemic is likely to increase over the next few weeks and the lasting impacts will affect the Council and the people of Peterborough for much longer. We are predicting that the impact of the pandemic and lockdown will result in a rise in referrals to children's services as the pressures on families increase and that demand may also grow in adult services as the effects of interrupted care on chronic conditions emerge. It is essential that we plan for an extended period of response and recovery.
- 12.6 Although the Council's immediate focus is on the significant role we play in minimising the impact of COVID-19, we must also start planning now for the support that will be needed to help Peterborough recover as quickly as possible.
- 12.7 The current allocation of emergency funding from Government - including the additional £1.6bn announced on 18th January - will cover some of the additional costs and loss of income arising from the crisis and is very welcome, however it is unlikely to be enough. Our discussions with Government have indicated that conversations will continue as the full financial impacts of this pandemic become better understood. We have started to model the likely impact of this on current and future budgets and will continue to refine and adjust this modelling as we understand the pressures created by the pandemic.
- 12.8 The current level of complexity and demand is unprecedented and the Council has responded by taking decisive action and by working at pace with partners and communities to ensure that the most vulnerable people across Peterborough have the support they need. At the same time, we have continued to run the business and to fulfil our statutory responsibilities. The Joint Management Team is hugely grateful to the Council's committed and hardworking staff who have made this possible. Action plans to ensure our workforce stays resilient and feels well supported are in place and the mental and physical wellbeing of our workforce remains a priority.

13. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 13.1 Service highlight reports for all Directorates sent to Members weekly and can be found at this [link](#).

14. APPENDICES

- 14.1 None