

REPORT FOR DECISION



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| DECISION OF: | The Cabinet |
| DATE: | 10 June 2020 |
| SUBJECT: | Covid-19 Response and Recovery |
| REPORT FROM: | Councillor O'Brien, Leader of the Council |
| CONTACT OFFICER: | Geoff Little, Chief Executive and Bury CCG Accountable Officer |
| TYPE OF DECISION: | Cabinet – Non Key Decision |
| FREEDOM OF INFORMATION/STATUS: | This paper is within the public domain. |
| SUMMARY: | This report gives a strategic overview of the council's response to the national emergency, the impacts on service delivery and financial impact. The report also sets out a framework for the development of a recovery plan. |
| OPTIONS & RECOMMENDED OPTION | <ol style="list-style-type: none">1. That the Cabinet record its thanks for all the front line and support service staff that have continued to provide vital services across the borough;2. That the Cabinet record its thanks for the work of organisations, staff and volunteers across Bury, including voluntary, faith and community groups, who have enabled a strong co-ordinated response across Bury and ensured vulnerable residents receive the support they need;3. That the Cabinet note the report and the actions taken in response to the Covid-19 pandemic; and4. That the Cabinet endorse the proposed approach to recovery. |

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| IMPLICATIONS: | |
| Corporate Aims/Policy Framework: | Do the proposals accord with the Policy Framework? Yes |
| Statement by the S151 Officer: Financial Implications and Risk Considerations: | Financial implications are set out in the report. |
| Equality/Diversity implications: | Equality impact assessments have been completed in relation to specific activities set out in the report. |
| Considered by Monitoring Officer: | Yes There are no legal implications arising, but legal advice and input has been provided to many of the activities set out in the report (Janet Witkowski). |
| Wards Affected: | All |
| Scrutiny Interest: | Yes. |

1.0 EXECUTIVE SUMMARY

- 1.1 Coronavirus is a global pandemic that has had an impact at the very heart of our local communities. Bury Council has been playing an integral role in leading the local response to Covid-19, working with partners across Bury to ensure that those most vulnerable in the community are supported, local businesses receive the support from the Council as well as the government funding allocated to the Borough and critical Council services can continue to deliver essential services during what is an unprecedented and rapidly changing incident. The Council has been engaging with residents on key messages in relation to maintaining social distancing and good hygiene practices to reduce transmission of the virus and also asking residents and communities to support adherence to lockdown measures.

1.2 To maintain focus on our priorities during the response phase, six objectives were agreed. Below is a summary of activity across Bury mapped against those objectives.

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| <p>1. To support the NHS and social care to cope with the demands on their services.</p> | <p>A co-ordinated health and care response plan was developed which detailed the system response to the crisis, based on worst case scenario planning across three phases. The first phase related to the rapid hospital discharge processes needed at the end of March to support the acute sector to free up beds, mandated nationally. The second phase related to immediate support needed to manage the increase of Covid-19 cases, and the third to manage the 'peak' of Covid-19 cases, based on worst case scenario. The plan was focussed on community based health and care services and how they should be re-configured to meet the needs of people with Covid-19, as well as those with other health needs.</p> |
| | <p>A Covid-19 management service was established early during the crisis, to provide the primary health care needs for those patients who have Covid-19 or symptoms of Covid-19, and are self-isolating, so can no longer attend GP surgeries for appointments or receive home visits from their regular GP service.</p> |
| | <p>The Borough's two walk in centres were closed temporarily to protect the public and staff, to support the development of the Covid-19 management service and staff were re-deployed to support the wider system response.</p> |
| | <p>Rapid response services are in place to assess people discharged from hospital and then facilitate their placement in the right community services.</p> |
| | <p>Additional GP support (8am –8pm 7 days per week) and Pharmacy support (Mon to Friday 8am-6pm) from Bardoc to support intermediate care and rapid response.</p> |
| | <p>Additional clinical support sourced from external agencies and community services to ensure adequate workforce levels are in place.</p> |
| | <p>Adapting primary care by using digital technology to offer video or telephone triage and appointments.</p> |
| | <p>Staff with ITU/Critical Care skills trained to support Fairfield to ensure enough staff have the skills to support increased demand.</p> |
| | <p>The Council is paying the full cost of any vacancy held by our Older People's Residential and Nursing homes to ensure we maintain capacity within the community sector.</p> |

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| | <p>Ensuring Fairfield has capacity to deal with Covid-19 patients by creating extra critical care capacity.</p> <p>Established a co-ordinated system approach to respond to local, GM and national requirements through strong governance arrangements.</p> <p>Developed identified primary care support to care homes so that care homes have direct named GP support and advice.</p> <p>Care Homes - proactive GP support: 8am 8pm 5 days per week from core primary care and Out of Hours GP support: 8pm 8am 5 days per week, plus weekend cover from Bardoc.</p> |
| <p>2. To keep providing the essential services the Council provides to the people and businesses of Bury.</p> | <p>School places have been provided for the children of key workers and those defined as vulnerable. As of 21 May, there were 814 Bury children attending schools, of whom 563 were children of key workers and 251 were classed as vulnerable children.</p> <p>Free school meals are available to all eligible pupils either through a meal provided at school or a nationally administered voucher scheme now funded by Government. Local arrangements were put in place prior to the announcement of the national scheme and covered the Easter holiday period.</p> <p>Children's social care is providing a business as usual service for Bury's 347 looked after children, the 160 children on a Child Protection Plan and the 741 Children in Need. Every child has been risk assessed and services are being delivered differently including contact with children and families through telephone calls, WhatsApp messages, video calls and social media.</p> <p>1800 potholes filled in and other emergency street lighting, inspections and essential roadworks completed.</p> <p>Full Waste and Recycling service maintained (with a 2 week stand down for brown bins). Staff from wider services such as Leisure have be trained in the Waste and Recycling service to ensure continuity.</p> <p>Business continuity plans updated in the context of coronavirus to ensure essential council services are maintained and staff from non-essential services temporarily redeployed to priority services</p> <p>92% of the Council workforce available (as at 28 May 2020).</p> <p>Bereavement Services have maintained a full service and have provided direct support to families and Funeral Directors throughout the Covid-19 period. Faith funerals have received specific advice and support.</p> |

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| | The service has worked on a GM level on mutual assistance and the GM mortality planning process. |
| | The ongoing provision of leisure classes, fitness and balance training “on line” to our residents with classes booked on line and viewed, uptake has been significant and well received. |
| | The provision of library service story time online with storytelling for children. |
| 3. To help to reduce transmission of the coronavirus. | Proactive support to manage local care home outbreaks and all care home staff and residents being tested. |
| | Central PPE hub established for emergency PPE for social care providers and primary care – with over 230,000 items issued (as at 29 May). |
| | Established a drive-through coronavirus testing site to ensure local provision available. |
| | Social media campaigns to support Stay at Home messaging and subsequent Stay Alert messaging. |
| | Cultural events taking place online to improve the quality of life and wellbeing of local people, in their happiness |
| | Council meetings taking place virtually, with meetings published online to ensure residents can continue to be engaged in local democracy. |
| | Contact tracing proposals under development, which will be key to ensuring the avoidance of a second peak as existing restrictions are removed and to ensure public confidence in the release of lockdown |
| | All parking charges suspended to ease the burden for key workers and reduce the risk of contamination through parking meters and special designated areas provided by Operations Department to support NHS/CCG working. |
| | Establishment of a Borough Gold Group and Internal command and control structures to manage the response. |
| | Licensing, Environmental Health and Public Health teams, working closely with Greater Manchester Police to explain and enforce the lockdown. |
| 4. To support our workforce in all parts of the Council and the CCG. | Training and redeploying staff to keep essential services running. |
| | Coronavirus HR guidance developed to ensure clear messages for managers and staff. |
| | Skills audit of staff completed so that staff can be |

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| | temporarily redeployed to essential priority services |
| | Digital mental health support available for staff to ensure they can access support should they need it. |
| | Employee assistance programme – 24/7 telephone and web based support and advice available. |
| | ICT to support flexible working from home with virtual meetings technology in place. |
| | Working from home guidance issued to staff. |
| | Risk assessments completed for services to ensure safety of staff. |
| | Live Better Feel Better wellbeing tips provided to staff. |
| | Established workforce hub to support key services and to temporarily redeploy staff to essential services. |
| 5. To support volunteers and community action to help residents who are isolated and in need of help. | Established five community hubs to support vulnerable people and communities, which have received over 2267 calls; provided direct support to 1361 residents of which 715 received shielded support (as at 27 May). |
| | Over 800 volunteers linked to the Hubs providing support to vulnerable people. |
| | More than 1650 food shopping and medication collection tasks by volunteers in the hubs; over 440 emergency food parcels distributed by the hubs via Porchbox providing access to appropriate food which meets cultural and dietary needs. |
| | The Council's Early Help Team has worked closely with local businesses and have provided over 250 food parcels to families in need. |
| | Updating social housing tenants with information to ensure they are kept fully up to date on issues. |
| | Writing to over 13,000 Bury residents aged over 70 providing information and advice to ensure they are aware of the support that is available. |
| | 13,000 Keeping Well at Home booklets distributed to supermarkets, pharmacies and GP practices with advice and tips for older people on how to stay well at home. |
| | Accommodation for rough sleepers secured to reduce the risk of spread of the virus and then reduce the risk of our rough sleepers becoming ill, which reduces the wider public health risks. |
| | Council tax hardship fund - £150 (or the amount to reduce the bill to zero, if less) has been credited to the Council tax accounts for residents in receipt of local Council tax |

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| | support. |
| | In-work hardship support made available to support other vulnerable residents. |
| | Creating a dedicated information webpage for coronavirus information and support, which is regularly updated with the latest advice. |
| | Built an app that tracks emergency requests for shopping and medication that tracks tasks from the contact centre to the volunteer on a mobile phone. |
| | Designed several pathways for support from the hubs to other services such as Community and Clinical Mental Health, Citizens Advice Bureau, Age UK. |
| | Over 2000 outbound calls to Shielded residents that the national team have been unable to contact and 200 physical safe and well checks by GMFRS arising from this. |
| | Support to the foodbanks via the Bury Food Group including funding, additional capacity and access to grants. |
| 6. Supporting the economy of Bury and businesses. | 2733 grants to business paid totalling £33.085m as at 25 May. |
| | Rent relief for business tenants that pay rent to Bury Council. |
| | Bury market traders given rent holiday and vital support around grants available, welfare checks and support offered to traders on a regular basis. |
| | Town Centre groups being established to support specific activity and response. |
| | Development and consultation on walk ride, active travel initiatives to support people returning to work post Covid-19 with walking, cycling support. |
| | Immediately offered to waive rental payments for a two month period across our portfolio of commercial properties. |
| | Accelerated our payments to local businesses and determined to not chase debt during this period. |
| | Commissioned external analysis of our business base to inform targeted support. |
| | The Council has worked closely with the Bury Business Leadership Group to understand how the various national support measures have impacted on the ground in Bury. |
| | Small business grants - provided additional support to local businesses in specific circumstances. |

1.3 An infographic summarising some of the key actions and support is detailed below:

COVID-19 Response and Recovery in Bury

To support the NHS and social care to cope with the demands on their services.

Establishment of the COVID Management Service, a 24/7 hub which will deal with urgent and routine medical need from people with coronavirus.



Adapting primary care to triage most patients by telephone.

The Council is paying the full cost of any vacancy held by our Older People's Residential and Nursing homes.



Our Rapid Response Team are in place to assess those discharged from hospital and provide effective support

To keep providing the essential services the Council provides to the people and businesses of Bury.

School places have been provided for the children of key workers and those defined as vulnerable. As of 21 May, there were **814** Bury children attending schools, of whom **563** were children of key workers and **251** were classed as vulnerable children.



Maintaining refuse and recycling collections.



Providing a business as usual service for Bury's **347** looked after children, the **160** children on a Child Protection Plan and the **741** Children in Need, with every child being risk assessed.

92% of the Council workforce available (as at 28 May 2020)



To help to reduce transmission of the coronavirus.



Central PPE hub set up for emergency PPE for social care providers and primary care with over **230,000** items issues as at 29 May

All care home staff and residents being tested



Drive through coronavirus testing site established

Social Media campaigns to support "Stay at Home" and "Stay Alert" messaging



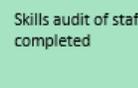
Council meetings taking place virtually, with meetings published online to ensure residents can continue to be engaged in local democracy.

To support our workforce in all parts of the Council and the CCG.

Training and redeploying staff to keep essential services running



Coronavirus HR Guidance developed



Skills audit of staff completed



Digital mental health support made available to all staff

Working from home made possible for staff with new guidance and ICT options to support flexible working



To support volunteers and community action to help residents who are isolated and in need of help.



5 Community Hubs to provide the infrastructure to support vulnerable people

Community Hubs are supported by up to **808** volunteers



1361 residents received direct support from the hubs as at 27 May

440 food parcels distributed by the hubs



250 food parcels distributed by the Early Help Team



Council Tax Hardship Fund launched



13,000 Keeping Well at Home leaflets distributed

Supporting the economy of Bury and businesses.



2788 Business Grants paid to Bury businesses to the value of **£33m** as at 29 May 2020

Bury Market Traders provided with a rent holiday



Rent relief for business tenants that pay rent to Bury Council

2.0 BACKGROUND

National and Regional Response

- 2.1 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 on 11 March, with the first confirmed case in Bury reported on 4 March 2020.
- 2.2 Greater Manchester (GM) declared a major incident on Friday 20 March 2020. This activated the multi-agency response arrangements in line with the GM generic response plan and the pandemic flu plan.
- 2.3 The Prime Minister's announcement at 8.30pm on Monday 23 March set out the seriousness of the situation and the expectations of all residents, businesses and public services through a number of lockdown measures including:
 - close all shops selling non-essential goods, including clothing and electronic stores and other premises including libraries, playgrounds and outdoor gyms, and places of worship;
 - stop all gatherings of more than two people in public excluding people you live with;
 - stop all social events, including weddings, baptisms and other ceremonies, but excluding funerals; and
 - parks remaining open for exercise but gatherings will be dispersed.
- 2.4 The Coronavirus Act 2020 received Royal Assent on 25 March. 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 across key areas including increasing the availability health and social care workforce such as enabling retired NHS staff and social workers to return to support the health and care response to the outbreak; enabling local authorities to prioritise care for people with the most pressing needs; containing and slowing the virus by strengthening the quarantine powers of police officers; managing the deceased with respect and dignity supporting the increasing demand to death management system; and supporting people by allowing them to claim Statutory Sick Pay.
- 2.5 In addition to the range of policy measures, the Government also announced a series of financial packages to support businesses and the economy during this period including Coronavirus Business Interruption Loan Scheme, the Small Business Grant Fund, the Retail, Hospitality and Leisure Grant Fund, the Coronavirus Large Business Interruption Loan Scheme, the Coronavirus Jobs Retention Scheme and the Self-employment Income Support Scheme.

3.0 RESPONSE PHASE

Covid-19 in Bury

- 3.1 Bury was the first local authority in the North West to have a confirmed case and by the start of May 2020, over 100 Covid-19 related deaths had been registered in Bury, 39 of which were within care homes. It appears that the first peak of cases in Bury was around the Easter Weekend, up to the 17th April. Following the peak, hospital deaths declined more rapidly than care home deaths.

Bury's Strategic Response

- 3.2 Bury Council has overseen a significant and timely response to the emerging threat of the pandemic in Bury. This has involved the redeployment of staff to support the most vulnerable and to maintain essential services, support to businesses and suppliers, strong partnership working with health and care and other agencies, a significant communications effort and close working with local communities and voluntary groups. Schools and early year's settings have also been supported to rapidly adjust to new government guidance.
- 3.3 To maintain focus on our priorities during the response phase, six objectives were agreed:-
1. To support the NHS and social care to cope with the demands on their services.
 2. To keep providing the essential services the Council provides to the people and businesses of Bury.
 3. To help to reduce transmission of the coronavirus.
 4. To support our workforce in all parts of the Council and the CCG.
 5. To support volunteers and community action to help residents who are isolated and in need of help.
 6. Supporting the economy of Bury and businesses.

Governance to support the response

- 3.4 Bury Council, as a statutory Category One Responder under the Civil Contingencies Act 2004, continues to work with multi agency partners through the Greater Manchester Resilience Forum (GMRF) and to be represented at the GM Strategic Coordinating Group (SCG) and GM Emergency Committee. Appendix A sets out the GM emergency structure and workstreams.
- 3.5 The Strategic Coordinating Group (SCG) was convened in response to the notification of the first case of Covid-19 in GM. The SCG has a broad membership including emergency services, local authorities, Public Health England, Health & Social Care Partnership, TfGM, MHCLG, Highways England, Environment Agency, Utility Companies, military. In line with many other SCG's across the country, recognising the gravity of the situation faced by communities in GM, the SCG declared a major incident under the terms of the Civil Contingencies Act on 20th March 2020. This can help the SCG access national and other resources.
- 3.6 Recognising that the SCG has the statutory function to coordinate the response to the Covid-19 emergency but also recognising the rapid pace at

which this emergency is developing, the scale and cross-society nature of the impacts and the size and complexity of the response needed, in order to support the SCG in managing this emergency, GM has established a GM Covid-19 Emergency Committee which first met on 18th March.

3.7 The Council has established emergency response structures to co-ordinate actions with key partners across Bury and Greater Manchester, as detailed in Appendix B and summarised below:

- Borough Gold Group, brings together Health and Local Government with the benefit of our One Commissioning Organisation and Local Care Organisation to co-ordinate Bury's overall strategic response.
- Bury Response Gold sets the strategic priorities, reviews national and local intelligence, has oversight of all communication, receives escalation from silver groups, assesses risks and mitigations to delivery of critical services, maintains business continuity and determines the level of critical and non-critical services to be maintained.
- System Health and Care Silver has a remit of ensuring development and delivery of Acute, Community and Mental Health services to ensure systems and capacity are in place, together with oversight and responsibility for ensuring alignment of Northern Care Alliance and Pennine Care Foundation Trust arrangements to meet the Borough's needs.
- One Commissioning Organisation (OCO) Health and Care Silver has responsibility for the operational management and support of Health and Social Care, providing advice and guidance to primary, community and social care providers, whilst also seeking assurance that the individual systems are operating effectively and the level of risk to patients, customers and service users is minimised.
- Business Silver has responsibility for directing the response and support to Bury businesses. This group has been working with the Bury Business Leadership Group to actively support the Bury business community.
- Partnership Silver brings together representatives from Greater Manchester Police, Greater Manchester Fire and Rescue Service, Six Town Housing, Voluntary, Community and Faith Alliance, Interfaith Chair and community leader and operates as a tactical group to implement the strategy set out by Borough Wide Gold Group.
- Council and CCG Silver provides operational oversight of workstreams including school and early years, children's social care, data and technology, finance, operations and workforce; with responsibility and oversight of business continuity arrangements.

3.8 Bury's local arrangements are linked into the overall GM response through the SCG to deliver an integrated emergency response. The SCG has established a number of co-ordination groups such as the LA Emergency GM Chief Officer Group, the Humanitarian Aid Group and the Economic Resilience Group. These co-ordination groups have provided the opportunity to escalate common issues at a GM level and/or clear advocacy at national levels; provided capacity to the emergency response; agreed common messaging where appropriate to the public, business and key workers and ensured that localities are sighted on national emergency mechanisms.

- 3.9 Cabinet Members have been holding regular informal meetings throughout the pandemic to support the Council's response and wider engagement with communities, partners and businesses. Cabinet Members continue to work closely with the Executive Team to inform the Council's response and plan for future recovery.
- 3.10 An Emergency Powers Group comprising all four Leaders and the Chair of Overview and Scrutiny was established to consult upon urgency of decisions required to respond to the crisis.
- 3.11 Daily situation reports and a dashboard are produced to capture the local position and actions that the Council and Health and Care system is taking.
- 3.12 Regular updates are also provided to Elected Members so that they have the information to support them in their role of local ward members in engaging and supporting their communities.

Immediate response and key activities

- 3.13 The focus for the Council during this period of response has been to work innovatively and effectively to protect the vulnerable, support the economy and support and, where possible, mobilise staff for where they are most needed during these very challenging times. Bury Council has taken direction from national government and Public Health England to steer the necessary local response.

Support to residents and communities

- 3.14 A key part of Bury's Covid-19 emergency response has been the establishment of five Community Hubs to provide the infrastructure to support vulnerable people, as per the national government announcement of 22nd March on such hubs. The initial priority was to support those who are classed as extremely clinically vulnerable (Shielded) for a period of 12 weeks. The Hubs follow the footprint of the existing health and social care Integrated Neighbourhood Teams (INTs), with a remit to provide support for extremely vulnerable people who have no natural support from friends, family or neighbours with local volunteers to do shopping, collect medication and offer a befriending service. That remit has since expanded to the sub shielded group of socially vulnerable people who are self-isolating, are over 70 or need support from other services that the hubs can link them to e.g. food banks, welfare advice, community mental health support. A comprehensive operational model that flows from the Contact Centre to hubs to volunteers, supported by the corporate data team, has led to a seamless approach to emergency provision.
- 3.15 Over the next few weeks, further support from the hubs will be required to support any returning travellers to Bury who may need to be quarantined and to people who need to self-isolate as part of the Test, Track, Trace, Isolate Policy which may increase demand for the hubs' services.
- 3.16 A clear process has been set up using the Council's contact centre and the volunteers in the hubs through the use of an app designed in Bury with support from ANS and Microsoft. This app is now being taken up across GM.

- 3.17 Each hub has a named lead officer. These are all Council employees temporarily redeployed to the Covid-19 response. Alongside the lead are a number of other staff from non-priority 1 services who have also been temporarily redeployed. They include staff from our leisure and arts venues which closed in line with government guidance. A total of 150 staff have been temporarily redeployed to the hubs. Contact with the hubs is through a central number (0161 253 5353) staffed by the Bury Council customer contact team 9am-5pm seven days a week, providing the highest number of total hours a week in Greater Manchester. Staff from non-priority 1 services have been temporarily redeployed to support this call handling. Outside of these hours calls are monitored by the Council's Emergency Control Room with emergency calls triggered immediately.
- 3.18 On 24 March 2020 the Secretary of State for Health and Social Care made a call for volunteers to support the Coronavirus response. Whilst this was aimed at promoting the national NHS volunteering scheme, of which 1,700 people from the Borough signed up, there has been a significant upswell of volunteering through local organisations and networks.
- 3.19 Over 800 volunteers have been recruited with support from the VCFA, Bury Faith Alliance and residents who are members of national organisations such as Girlguiding UK. 155 volunteers are currently undergoing an enhanced DBS check and 318 already have enhanced status. Work is underway to secure DBS clearance through a rapid process nationally, set up to support individuals volunteering in response to this international crisis with a turnaround of 72 hours rather than the several weeks it would normally take.
- 3.20 The broad volunteer response has been reflected through the volunteering policy position statement which was developed through the Partnership Leadership Group. A thank you letter to all volunteers has been published from the Council Leader and Chief Executive, distributed through existing networks. In addition 'volunteers' are one of the recipients of thank you road markings which are at key locations across the Borough's highways network. To support the wellbeing of volunteers, the community hubs are calling each of the volunteers which have registered through the VCFA, to thank them for their support and to check the welfare of these individuals.
- 3.21 Many more acts of kindness take place on a daily basis through the more informal support that neighbours have given to neighbours and through the network of mutual aid groups that have sprung up across Bury. The Hubs are supporting and co-ordinating weekly phone calls across the voluntary landscape in each neighbourhood including the VCFA, faith groups, mutual aid groups and food banks. This is the beginning of the wider recovery phase where we can support volunteers to build a network based on trust and respect and where each neighbourhood can start to plan on working on simple tasks together, building up to developing support around bigger issues.
- 3.22 Emergency food deliveries from Central Government are in place for shielded residents whilst residents wait to be assigned a supermarket delivery slot and Bury Council via the hub volunteers have completed 1650 emergency shopping and medication collection trips to give people more choice than what is in the basic government food parcel. This support is to the shielded and sub shielded groups with appropriate access to meet cultural and dietary requirements.

- 3.23 The Council has been supporting Bury's Foodbanks through the direct provision of funding, supporting access to grants and food donations, resolving storage issues and supporting the development of a foodbank network for mutual aid and collaboration. Currently around 700 households per week are receiving food via foodbanks. Every effort is made to help households access additional financial support to enable them to afford food.
- 3.24 As at 27 May, Community Hubs have received 2267 calls for support from residents; provided direct support to 1361 residents of which 715 received shielded support, 646 non-shielded support.
- 3.25 The Council has written directly to residents over the age of 76 and will be following this up shortly with letters to residents who are 70-76 years to set out the community hub offer. Over 13,000 Keeping Well at Home booklets have been distributed by the Hubs to GP practices, pharmacies, supermarkets and mailed directly to anyone who is shielded and has requested a booklet.
- 3.26 At a meeting of the Emergency Powers Group on 23 April, it was agreed to develop a tripartite model of Community Hubs, Integrated Neighbourhood Teams and Public Service Partnership Hubs in order to reduce demand on public and statutory services by creating the infrastructure to join up; embed an asset-based approach for managing greatest need / most complex cases together, as well as a place for communities to set their own agenda and be empowered to follow their own response. A copy of the neighbourhood model is set out in Appendix C.
- 3.27 The role of elected members remains crucial in this context supporting the approach of the Council, including in relation to the Community Hub activity, for communities affected across the borough to encourage neighbourliness and informal support for those who need it, and helping those who need or can offer more formal support to access/provide it.

Support to business

- 3.28 It was clear from the point at which the announcement was made that the UK was to go under lockdown measures that this represented a major threat to the economic base of the Borough and a direct threat to the employment and livelihoods of many of our residents.
- 3.29 The Council took an early decision to take decisive actions where we were able to provide relief to businesses. In particular, we immediately offered to waive rental payments for a two month period across our portfolio of commercial properties. This also extended to traders at Bury market. We also took actions to speed up our payments to local businesses, and determined to not chase debt during this period.
- 3.30 We also commissioned an external analysis of our business base to identify two types of company. Firstly, those companies most at risk of failure because of the lockdown, and, a second cohort of strategically important businesses trading in growing parts of the economy. We then established a team of business advisors, sourced from other functions in the Council but with some frontline experience of business interaction, to start contacting businesses to assess their position, gather data, and also ensure they were fully aware of the regional and national support programmes. We designed

our interventions to effectively co-ordinate with the support packages provided by the Greater Manchester Growth Hub.

- 3.31 Our local actions have helped ensure local business have benefited from the range of national support programmes. Bury Council was allocated £42m of grant to allocate to eligible small businesses in the Borough. These grants were dispersed without local discretion to companies in either £10k or £25k blocks based on their eligibility for business rates relief. The £42m allocation was based on an assessment of likely demand within a particular Borough as part of a national formula. As at 25 May 2020, the Council has made payments of £32.085m.
- 3.32 It has become apparent since the launch of the support packages that some businesses had been neglected and were not eligible for any support packages. On the 7th of May the Secretary of State for Business and MHCLG wrote to all Councils to state they intended to extend the scope of the small business grants scheme. They stated their intention was to allow Council's to utilise up to 5% of our dispersed allocation (in Bury's case this equated to £1.957m which was 5% of our total spend by a nominated day) to provide additional support to local businesses in specific circumstances. This fund has recently been launched and will support, for example, small businesses based in centres where their rates are incorporated into their rent payment, Bury Market Traders, charity shops and Community Centres.
- 3.33 The Council has worked closely with the Bury Business Leadership Group since the inception of the crisis. This has allowed us to understand how the various national support measures have impacted on the ground in Bury. As an example, the group identified that the 'Business Interruption Loans' were not proving effective, and we lobbied Government on this point (along with many others) and this led to the creation of the 'Bounce Back Loans' which have been far more effective.
- 3.34 The group also reviewed the impact of other Government measures, such as the support for furloughing staff (where the Government pays 80% of employee costs to avoid mass redundancy), a range of borrowing and emergency lending facilities, and targeted grants aimed at smaller companies. In addition, there have been some sector related reliefs, such as giving retailers a prolonged rates holiday.
- 3.35 The Council has acted with speed and has been successful in doing what we can to help through the initial phases of the crisis. It is clear that a longer path to full recovery lies ahead, and we have identified the future of our town centres as critical in this next phase. For this reason we are setting up Recovery Boards in each of our key town centres, so we can work with local businesses to drive recovery.
- 3.36 Beyond the town centres we will continue to cement our relationships with business, with an increased focus on inward investment and improvement in our business infrastructure. We will also work with the Greater Manchester Growth Hub to identify how we can deliver more effective sector specific support to promote the growth of higher value-added businesses in the Borough, an issue which predated the crisis and was identified through the Cambridge Econometrics work we commissioned last year.

Health and Care Response

- 3.37 The response phase has seen unprecedented changes in the Bury health and care system and there has been an integrated system health and care response across all public, private and voluntary sector partners. A co-ordinated Health & Care Response plan was developed (see Appendix D) which detailed the system response to the crisis, based on worst case scenario planning across three phases. The first phase related to the rapid hospital discharge processes needed at the end of March to support the acute sector to free up beds, mandated nationally. The second phase related to immediate support needed to manage the increase of Covid-19 cases, and the third to manage the 'peak' of Covid-19 cases, based on worst case scenario. The plan was focussed on community based health and care services and how they should be re-configured to meet the needs of people with Covid-19, as well as those with other health needs.
- 3.38 Each service was asked to describe their response to the phases and what trigger points would see escalation through those phases. These escalation plans were stress tested throughout the response. The co-ordinated single response has benefited from well-developed relationships between NHS and Local Government – Local Care Organisation (LCO) & One Commissioning Organisation (OC) and combined political and clinical leadership, which puts us at a significant advantage when supporting the people of Bury. This response has been supported by a system communication strategy ensuring timely and consistent communications from all stakeholders.
- 3.39 Rapid response services are in place for assessing people discharged from hospital, so they can be properly supported in their own home or in the community. This is delivered through seamless pathways and multi-disciplinary team (MDT) hub.
- 3.40 Primary Care and Community services have developed to deliver core services in different ways mainly by use of digital technology. Additional GP support (8am –8pm 7 days per week) and pharmacy support (Mon to Friday 8am-6pm) from Bardoc to support intermediate care and rapid response.
- 3.41 A robust clinical support offer into care homes is in place to support care homes with medical input for their residents, with named GPs linked to individual care homes, supported by the Acute Trust through a virtual hospital service. This includes available consultant input for GP's.
- 3.42 Temporary changes were made to the two Bury walk-in centres to support the response to the pandemic. The walk-in centre in Prestwich now houses the Covid-19 Management Service, a 24/7 hub which handles urgent and routine queries from people with coronavirus from across the borough, including advice over the phone, telephone consultations, face-to-face consultations and arranging GP home visits. The Moorgate centre has been a key part in the escalation plans for the borough and staff have been redeployed to support the wider response. Both are therefore currently closed to the general public access.
- 3.43 A number of measures are in place to support Adult Social Care Providers including:

- a) **PPE** - where providers have had to purchase additional or specific PPE, over and above regular stock, to protect staff and support our customers during this pandemic, the Council will fund these purchases. A central hub was set up at Castle Leisure Centre for this purpose and has provided PPE to both social care providers and primary care, 7 days a week.
- b) **Care Home Block booking of available beds** – the Council is paying the full cost of any vacancy held by our Older People’s Residential and Nursing homes. This is aimed at ensuring we maintain capacity within the community sector.
- c) **Staffing** - Where, due to Covid-19, staffing capacity has required them to bring in external agency staff at a cost to their organisation, the Council will pay the difference in cost. The Council will contribute to recruitment costs by paying for a DBS costs of £40
- d) **Care Home One to one** - Where a resident is diagnosed with Covid-19 and due to their presenting needs requires them to bring in additional staff to support them on a one to one or two to one basis, this increase in care will be funded at £16.13p/h.
- e) **Care at Home new staff payments** - Where providers bring any new staff from 1st April 2020, the Council will pay them upfront for the hours they employ them for, regardless of whether they are providing support. For example, if they employ a carer for 30 hours a week, we will pay upfront for those 30 hours. That way they can ensure they have capacity to pick up packages immediately.
- f) **Enhanced rate** - From 1st April, over the next 3 months (subject to review) the hourly rate will be £17.13.
- g) **Commissioned hours** – the Council will pay the commissioned hours rather than actual time delivered during this period.
- h) **Holding packages** – the Council will pay to keep open a customer’s care package for 5 days whilst they are in hospital. Providers should then be able to pick up a customer’s package immediately on discharge.
- i) **Additional payments for quick discharges** - Where providers start a new customer from hospital or Choices for Living Well on either the same day, or a date requested by the relevant team, they can claim an additional one off payment of £100. Where they start a new customer from hospital or Choices for Living well over the weekend they can claim a payment of £150.

3.44 The development of a workforce hub has seen the central coordination of workforce requirements across Health and Care. This has seen not only an understanding of current staffing levels and pressures but the ability to redeploy staff if required. In partnership with REED agency we have also been able to fill temporary vacancies that have occurred during the response.

3.45 Developed an integrated offer for end of life services with both the acute site, community services and the hospice. This has seen a consistency in approach and coordination and includes the establishment of a single point of contact working 7 days

3.46 A general support offer for all providers from the OCO is available to include:-

- Welfare calls on regular basis from the Council’s provider relationship team and infection prevention control support;
- Bulletins providing updates and answering FAQs;

- Offers regarding the mental wellbeing support for staff, owners and managers;
- Co-ordinated approach to supply of PPE;
- Co-ordinated and prioritised approach to staff & resident Covid-19 testing;
- Financial support for all providers – for additional staff, and the block booking of beds for homes with now significant vacancies, whilst we work through the future in terms of market sustainability.

Mental Health

3.47 A number of new services have been developed in response to the increased need for mental health support for people as a result of the crisis. A directory of services is available for all members of the public to access support at the level appropriate for them individually. This ranges from online support through 'Silvercloud', to digital face to face sessions, support from Voluntary, Community and Faith organisations with mental health expertise, including a Single Point of Access for the public which will direct people to the most appropriate services, and support via the Community Hubs. People who are already known to Mental Health services have access to a 24 hour telephone helpline, set up by Bury's mental health provider, Pennine Care Foundation Trust.

Testing

3.48 Bury has developed a local approach to testing, to ensure that as many people as possible can be tested as quickly as possible, including staff for key services. This approach is intended to complement the regional and national approaches, and has had a particular focus on supporting care homes. The current arrangements in place are:

- Norther Care Alliance (NCA) drive-thru facility at Chatsworth House Bury for their own staff and support to other providers.
- CCG run drive-thru Satellite Testing Unit (STU) at Waterfold Business Park Bury for all essential workers and people who cannot work from home.
- Home testing service for people who do not have access to a vehicle.
- Care Home – PHE outbreak testing, CQC postal testing service and some bespoke testing pilots run by the Council and CCG.
- Employee Self-Referral – for essential workers in England and Scotland who are self-isolating can book their test online at www.gov.uk/coronavirus
- Home swabbing kits - Kit takes 48 hours to arrive. Results in 72 hours.
- Remote Test Units – Manchester, Haydock or Preston.

Homelessness and Rough Sleepers

3.49 Rough sleepers have been provided with accommodation quickly to lock down and self-isolate to reduce the risk of spread of the virus and then reduce the

risk of our rough sleepers becoming ill, which reduces the wider public health risks. There is a significant cost benefit associated with this provision, particularly for health with the reduction in the possible admissions to hospital and the significant greater cost of hospital care compared to the cost of providing this accommodation.

Hardship Support

- 3.50 As part of its response to Covid-19, the Government announced in the budget on 11 March that it would provide Local Authorities in England with £500 million of new grant funding to support economically vulnerable people and households in their local area. Bury's allocation is £1,888,102 and is based on the caseload of working age households (8,586) already claiming Council tax support across the borough.
- 3.51 In line with government guidance, £150 (or the amount to reduce the bill to zero, if less) has been credited to the Council tax accounts for residents in receipt of local Council tax support. In addition to this, households becoming eligible for Council tax support at any point up to 31 March 2021 will also receive the credit against their Council tax bill.
- 3.52 The forecast expenditure of £1.545m on the funds. The Emergency Powers Group agreed that the remaining unallocated amount of £0.343m be allocated as follows:
- a) £100k to the Councils existing hardship fund so that is used to provide emergency support to those in crisis;
 - b) £50k match funding to support the Council's proposals to maximise access to the welfare system and take-up of benefits through partnership working with the citizen's advice bureau;
 - c) £193k to support those in need of additional welfare support – to be allocated throughout the year based subject to the availability of funding.
- 3.53 The Emergency Powers Group also approved the creation of an 'In Work Poverty Hardship Fund' by utilising a balance of £42,000 carried forward from the 2019/20 financial year from members' allowances.
- 3.54 The Bury Covid-19 Community Fund was established in April 2020 to address immediate need arising from the pandemic to support the health and wellbeing of local people. £30,000 has been made available through from Standing Together funding for local community and voluntary groups are able to apply for grants up to £1,000 to resource activity in relation to the Covid-1919 response specifically, as directed by the Community Hubs, to meet the needs of vulnerable residents. As of 25th May £25,000 of this awarded to over 30 local organisations.

Children and Young People Services, Schools and Education

- 3.55 In terms of schools, the Council continues to engage and work closely with head teachers and the education workforce to ensure that our most vulnerable children and the children of key workers who are not able to care for them safely at home, can continue to attend school.

- 3.56 School places have been provided for the children of key workers and those defined as vulnerable. As of 21 May, there were 814 Bury children attending schools, of whom 563 were children of key workers and 251 were classed as vulnerable children.
- 3.57 Free school meals are available to all eligible pupils either through a meal provided at school or a nationally administered voucher scheme now funded by Government. Local arrangements were put in place prior to the announcement of the national scheme and covered the Easter holiday period.
- 3.58 The Council's Early Help Team has worked closely with local businesses and have provided over 250 food parcels to families in need.
- 3.59 Children's social care is providing a business as usual service for Bury's 347 looked after children, the 160 children on a Child Protection Plan and the 741 Children in Need. Every child has been risk assessed and services are being delivered differently including contact with children and families through telephone calls, WhatsApp messages, video calls and social media. Statutory Processes such as Looked After Children (LAC) Reviews, Child Protection Conferences and Reviews, Core Groups, Section 47 enquiries, Public Law Outline (PLO) processes etc. are continuing via virtual methods.
- 3.60 Additional support has been provided to Bury Foster Carers including access to Bury Council Employee Benefits.
- 3.61 The Council has continued to support all our care leavers, and those most vulnerable have continued to be visited.
- 3.62 The Bury Directory continues to be updated on a daily basis to provide updated information in respect of educational and support resources for families and contact numbers for support services.
- 3.63 With effect from Monday 11 May 2020, the Council's Education Psychology Service will be providing a help line service to provide advice to Parents and Schools; the advice line is intended to provide advice and support in respect of children and young people with SEND in the context of the current Covid-19 outbreak.
- 3.64 In respect of SEND; a fast track system has been created to increase hours to school holiday levels in recognition that children are at home more.
- 3.65 A new one off grant of up to £200 has been established to provide equipment and toys to assist in the safe occupying of SEND children at home, who are often very dependent on routine and familiarity, and have issues adjusting to the imposed changes. 85 have been issued to date.
- 3.66 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.

- 3.67 Bury Targeted Youth Service has developed virtual tools for young people to access including a weekly timetable of activities young people can get involved with
- 3.68 The Locality Hubs have worked with police colleagues so that operation encompass domestic abuse notifications that would have been sent to schools have instead gone to the teams who can broker the notifications with schools open or directly follow-up with families. This has meant we can respond within 24 hours to any children who may have witnessed or been involved in domestic abuse incidents in the home.

Death management

- 3.69 Death management is a significant issue facing all Councils and communities given the unprecedented nature of Coronavirus. This is a 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 whilst making sure that staff involved in supporting funeral arrangements, as well as mourners attending funerals, are not put at an increased risk of contracting the virus. It is also important that we recognise and understand the needs of different faiths and how these need to be effectively managed when we are required to make changes to our funeral arrangements. In Bury we have a strong partnership base which helps us deal effectively with the challenges that arise from making necessary changes to funeral arrangements.
- 3.70 At a time when we have had an increase in the number of deaths that we are dealing with, and the social distancing guidelines that we are required to adopt, we have had to implement a range of new measures in order to ensure that our funeral arrangements can continue to function and at the same time protect staff and mourners.
- 3.71 We are providing information to funeral directors and bereaved families to help them find the most appropriate way of paying their respects for their loved ones at this challenging time. We will be continuing to work closely with funeral directors and different faith groups to ensure the most appropriate options are considered for each family.
- 3.72 The development of an end of life integrated service with both the acute site, community services and the hospice has supported this work. The new model has seen a consistency in approach and coordination and includes the establishment of a single point of contact working 7 days. Accelerated and specialist support is in place within the community, including additional bereavement and psychological support.

Culture

- 3.73 Prior to the pandemic, culture had already been identified within our Bury 2030 Strategy narrative as a particular tool Bury could look to harness in improving the quality of life and wellbeing of local people, in their happiness. An element of the Town of Culture work was to be to explore the science of happiness and how this can weave into local policy. More immediately the value being creative has on positive mental wellbeing is being explored through the newly emerged Community Hubs.

3.74 Bury's programme of both centrally organised and community events has been decimated due to restrictions on movement and gathering, whilst cultural institutions have had to close their doors. This has led to a formal request into the Greater Manchester Combined Authority (GMCA) to extend Bury's status into 2021. Whilst we are still awaiting confirmation of this, Bury's creativity has led to an innovative digital/remote offer has been developed and can be viewed online at <https://www.bury.gov.uk/index.aspx?articleid=15386>

Business continuity and workforce

3.75 At the core of our approach is a commitment to the safety and well-being of all staff. The Council has continued to deliver its essential services, many in adapted ways, to meet the challenges presented by the coronavirus crisis.

3.76 Business continuity planning reviews sought to establish services as Priority 1, 2 or 3, with Priority 1 (P1) being essential. Such planning sought to the degree to which P1 services could be maintained, albeit in a different operating model, the degree to which these remained open/on offer and the capacity required to support this. P2/P3 services were reviewed to identify what would either stop given national guidance, e.g. closure of leisure facilities given social distancing guidance, or reduced/ceased in order to release capacity into P1 services. In addition to national guidance we have actively worked closely with colleagues in GM as part of our Local Resilience Forum to ensure consistency with neighbouring authorities, particularly in relation to funeral guidance and the management of household waste recycling centres.

3.77 Priority was given to those essential services that Bury people rely on, specifically:

- Adult social care – supporting residential care and home care services
- Working with primary care and Fairfield Hospital including five neighbourhood teams
- Children's safeguarding services – child protection, support to foster carers
- Waste collection and recycling, and street cleansing
- Bereavement services

3.78 Our workforce has been resilient, with staff stepping forward to be deployed in essential services and also in adapting to remote working to ensure we have continued to perform well as a Council.

3.79 Like all organisations, the lockdown has required us to work very differently. The Council already had technology and policies in place to support agile working, however, this has had to quickly respond to significantly higher numbers of staff working and accessing systems from home.

3.80 The total number of Covid-19 related absences remains stable with 92% of the Council workforce available (as at 28 May 2020).

3.81 150 staff have been temporarily redeployed as part of the response phase of activity in relation to Coronavirus, to staff the Community Hubs and enable sufficient capacity in priority 1 services. This has included staff from legal

supporting the Killilea Intermediate Care setting; leisure staff retrained as waste collectors and customer service staff supporting registrars.

- 3.82 To support the workforce the Council has brought forward an Employee Assistance Programme which is now live via the web, phone and app with a similar programme in place for CCG staff.
- 3.83 Regular communications have been going out to staff and managers and this will continue. These communications share the latest Government and PHE advice as well advice specific to Bury. This has included messages to all staff, supplemented by messages to managers as appropriate.
- 3.84 In addition communication has been made to staff to encourage more informal employee reviews to capture any immediate concerns and to allow reflection on the last few months, in order to re-set objectives in light of recovery and to promote wellbeing tips to stay well whilst working remotely.

Data and Insight

- 3.85 The impact of the virus is far reaching. The combined and unprecedented impact on the local economy, both on businesses and the workforce, will exacerbate inequalities, where some parts of our communities are disproportionately impacted for the short, medium and long term. The Council has been acutely aware of the disproportionate impact that the virus and lock down can have on particular demographics, such as older residents and those with pre-existing health conditions and has been taking action through the Community Hubs to safeguard vulnerable residents.
- 3.86 The Performance and Intelligence Team have been helping to track the position locally to inform actions through the production of daily sit reps. 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.
- 3.87 More recently, a weekly report on confirmed cases of Covid-19 and Covid-19 related deaths is cascaded to all Elected Members and Bury's MPs.
- 3.88 In Bury, we have used the Government's recent definitions of vulnerability in order to stratify our residents and ensure that support is being provided at all levels. Alongside the three government definitions of Clinically Extremely Vulnerable, Clinically Vulnerable and Vulnerable People we also consider the Economically Vulnerable, details of which are in Appendix E.

Financial impact

- 3.90 The impact of Covid-19 on the Council's and CCG's finances will be significant and will extend well beyond the period of the immediate crisis. Assumptions made in assessing the potential impact are likely to change significantly over the course of time and much of this is outside of the control of either organisation. Managing the Council's financial position within existing reserves will be challenging.
- 3.91 Bury Council has received £10.617m of support grant funding, however it is anticipated that the costs and lost income will significantly exceed this figure, with the initial estimate submitted to government suggesting a £21m net

shortfall for 2020/21 that will need to be managed as part of the Council's financial strategy, unless further funds become available. This excludes any under-achievement against savings programmes as a result of Covid-19. It should be noted that this is not a worst case scenario and could change significantly dependent upon the length of time the crisis continues, impact on demand, economic impact on residents and also the ability for some services to start operating (and trading) again. It should also be noted that the impact will last far beyond the current financial year.

3.92 The £10.617m is enabling the Council to:

- Meet the increased demand for adult social care and enable Councils to provide additional support to social care providers. (There is an expectation nationally that most of the funding provided will be used for this purpose).
- Meet the cost of extra demand and higher business as usual costs of providing children's social care including the need for increased accommodation to address the need for isolation.
- Provide additional support for homeless and rough sleepers (this is in top of the additional funding provided). Bury did not receive any additional homelessness funding – we have explored this further and have been advised that this is due to low levels of numbers across the Borough.
- Support those at higher risk of severe illness from Covid-19 who may soon be asked to self-isolate in their homes for the duration of the pandemic.
- Meet pressures across other services as a result of lost income, rising costs or increased demand.

3.93 Additional resources also directed towards Bury Council to respond to the pandemic or to administer support for businesses and Council tax payers include £1.888m of Hardship Fund (Council Tax), £0.169m to help with "re-opening the high streets," £2.396m for infection control and Business Grants of up to £42.920m. Costs that can be directly attributed to the rapid discharge of hospital patients are being claimed via Bury CCG against the national £1.3b NHS pot.

3.94 There is a systematic approach to collecting and understanding the impact of coronavirus on the Council's finances, including an assessment of lost income and additional costs. This work is ongoing and will be regularly reported to members and also used in liaison with other Councils, the LGA and government in the push to ensure a fair settlement for local government to deal with both response to and recovery from this crisis.

Media and Communications

3.95 Communications during this pandemic has been key given the fast changing nature of the situation and the reliance on everyone to play their part. There has been reporting to Councillors, staff, MPs and partners with all receiving regular updates of the national and local activity in relation to the Coronavirus response. To support their community role during this incident, Councillors have received regular updates to ensure that they have the latest local and national information to fulfil their role.

- 3.96 A dedicated webpage has been developed. The website includes key information for the public and businesses in relation to the Council response to the coronavirus outbreak and the various support available. The website can be viewed [here](#).
- 3.97 Letters were issued to over 13,000 residents over 76 providing information on health and wellbeing and details of support that is available. A booklet for older people staying well at home has also been distributed to local supermarkets, pharmacies and GP surgeries.

4.0 RECOVERY

Planning our transition to recovery

- 4.1 The Council, with partners has 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 Bury. Our ambition, our relationships with system partners and our proposals for investment in change and innovation, makes us very well placed to contribute to the recovery and redesign that will be required in Bury in the coming months and years.
- 4.2 Unlike a normal emergency response where there is likely to be a clear handover from emergency to recovery we will need to take an evidence-based approach to planning what work can be done in parallel to ensure we emerge as a better borough than we were before.
- 4.3 Recovery in an emergency planning context is defined as the process of rebuilding, restoring and rehabilitating the community. This will involve learning from the experience of the Covid-19 response and leading the complex set of partnership actions that will be required post emergency. Recovery is best achieved when the affected community can exercise a high degree of self-determination. The outcome of this will be our legacy from the emergency response. Our approach to recovery will be in three phases aligned to the wider GM approach:
- Release from lockdown
 - Living with Covid-19
 - Building back better
- 4.4 All phases will run concurrently; they will overlap and the plan will change and evolve over the coming weeks and months. Our recovery phasing will therefore need to flex to cope with potential further peaks and is reliant on robust testing and contact tracing processes.

Contact Tracing

- 4.5 Central to our recovery planning is ensuring public confidence in the release and living with Covid-19 phases. This will include ensuring information about public safety and infection control are well managed and promoted across the borough.

- 4.6 Contact tracing as part of a wider test, trace, isolate and track approach plays a vital part in suppressing the basic reproduction number (R0) of the Covid-19 virus, which is key to ensuring the avoidance of a second peak as existing restrictions are removed. The primary objectives of contact tracing will be to control the Covid-19 rate of reproduction (R), reduce the spread of infection and save lives, and in doing so help to return life to as normal as possible, for as many people as possible, in a way that is safe, protects our health and care systems and releases our economy.
- 4.7 Councils have a vital role to play in the test and trace response to Covid-19, as it is best understood as a pattern of local outbreaks, rather than a national pandemic with a similar impact in every community.
- 4.8 The Council is putting plans in place to deliver the local element of the national contact tracing service alongside the GM element by the end of June. This will involve:
- Ensuring the provision of Infection Prevention Control advice and support to prevent and manage local outbreaks,
 - Supporting contact tracing in complex situations
 - Enabling access to testing for everyone who needs it
 - Making sure vulnerable and high risk individuals and communities are protected and are supported should they need to self-isolate
 - Planning for, managing and mitigating potential wider consequences
 - Putting data and intelligence systems in place to enable effective data management and surveillance of local transmission.

Overview of lifting the lockdown phase

- 4.9 Since the Government announcement to begin the phased lifting of lockdown, the Council and CCG, together with engagement of Trades Unions, have reviewed immediate service impacts and priorities to guide activity over the coming weeks, in line with national direction as summarised below:
- 1 June – national direction for schools and essential services to begin release,
 - 15 June – further year groups to return to school and non-essential shops to re-open;
 - 4 July – wider relaxation of larger retail and outlets and lifting of restrictions regarding households merging.
- 4.10 A core planning assumption for all Council and CCG services is that all delivery must comply with Covid-19 secure principles as follows:
- All delivery subject to risk assessment
 - Staff to work from home wherever possible
 - 2m spacing in buildings
 - A cleaning regime
 - Steps taken to reduce transmission where any of the above cannot apply
- 4.11 Within this risk assessment we are currently reviewing the evidence as to whether specific cohorts require different advice and support, for example BAME workers and residents. Current intelligence is included within the

Vulnerability Index attached to this report and further detailed guidance is expected in the coming weeks.

- 4.12 On this basis an assumption has been communicated that many Council and CCG services will continue to operate through business continuity for the next six months, but that this remains subject to review as national advice is updated.
- 4.13 To meet the specific expectations of Covid-19 secure, the Corporate Landlord Board will assume responsibility for compliance of all buildings.
- 4.14 The Corporate Core will lead on developing a risk assessment model for all staff, which managers will be required to complete as services change.

Building a better borough

- 4.15 Prior to the impact of the Coronavirus pandemic Bury was on track to deliver significant transformational change to make a positive difference to the people and places within our borough, with work taking place with partners to develop a new strategy for the next 10 years of Bury's future - Bury 2030.
- 4.16 Initial conversations with Bury people gave us insights into their views and we made good progress on the narrative and on mapping out an exciting vision of what Bury could be by 2030.
- 4.17 The Council is now leading a process of recovery from Covid-19. This will take many months, if not years, but the actions we take are an opportunity to restart the collective work on Bury 2030.
- 4.18 As the first GM Town of Culture, Bury was set to make a name for itself as the place to live, work and visit, with a clear road map through to achieving the commitments within our Bury 2030 Strategy of:
 - Narrowing the gap in health inequalities;
 - Reducing in-work poverty and wider deprivation;
 - Raising aspirations and performance in education and skills; and
 - Leading the way on tackling climate change to enhance our reputation as one of the greenest and safest places to live in GM.
- 4.19 An ambitious Budget was agreed by Full Council in February 2020 to support the delivery of this work, based on a commitment to working in partnership with our residents and voluntary sector to strengthen community assets and make People Powered Bury a reality.
- 4.20 The impact of Covid-19 has seen a huge shift in emphasis for the Council, the OCO and our wider public sector partnership. Based on the evidence provided by Government and the experience of seeing the impact of the virus on other countries, we have moved at pace to transform ourselves to minimise the risks to Bury's residents; support the NHS to deliver lifesaving services and to provide care and support to those in need.
- 4.21 The work on the recovery plan and Bury 2030 will be a single and fully inclusive process, with the Bury 2030 themes acting as the framework. A multi-agency delivery team will oversee this, which will align with the health

and care recovery. The recovery will build on the strengths that we have seen during our Covid-19 response:-

- The Community Hubs have highlighted the reality of the strength of pride and passion our communities have, and their ability to mobilise to care for each other.
- The partnership working that has that has characterised our response has demonstrated the strength of the bond across the public, voluntary and private sector.
- Shared understanding of our vulnerable residents has broken down barriers and putting people first, organisations second has characterised our response.
- The use of digital technology to deliver Health and Care in different ways

These key pillars will make our commitment to a new vision for Bury 2030 even stronger. We have built our response to the crisis collaboratively in order to maximise the value of each of our roles; likewise we will celebrate our recovery together; building a better borough through the shared experience of seeing ourselves at our best.

4.22 A number of workstreams are proposed in relation to recovery:-

- Sector based:
 - Economic growth
 - Health and happiness
 - Housing
 - Environment and Climate Action
 - Education, skills and encouraging enterprise
 - Culture and creativity
 - Community and cohesion
- Cross Cutting:
 - Digital
 - Ways of Working
 - Financial Recovery
 - Workforce

Economic recovery

4.23 The Office for Budget Responsibility (OBR) states the UK economy is expected to contract by 35% in the second quarter of this year. The Greater Manchester (GM) Growth Company are reporting that 90% of GM businesses have been impacted and 50% have furloughed staff. Through Cambridge Econometrics, we have an up to date evidence base for the Bury economy which can be used to drive long term recovery as part of our Bury 2030 Strategy.

4.24 The Centre for Policy Studies (CPS) estimate that coronavirus crisis is likely to cost the Government £246bn this year. Borrowing could hit £300bn this year, double the UK's current level of healthcare spending. A three-month lockdown followed by three months of looser restrictions will cost £127bn in direct bailout costs and £119bn in indirect costs such as lower tax revenue.

4.25 As demonstrated in the recent work by Cambridge Econometrics, the Bury business profile has a strong reliance on micro and small to medium sized organisations. Whilst benefiting from a diversity in terms of sectors

represented in the borough the impact of Covid-19 on these organisations will be significant.

- 4.26 Our recovery phase will need to encompass all that we had planned for Bury 2030 and more. During the response phase, work has continued so that we keep momentum and pace on previous commitments including:
- Regeneration of our town centres
 - The further development of Bury Market
 - Radcliffe Strategic Regeneration Framework
- 4.27 These places will have increased significance to residents post-crisis and there is a renewed opportunity for local centres to thrive.
- 4.28 Discussions are taking place through the Bury Business Leadership Group on supporting businesses with surviving the lockdown, lifting the lockdown and surviving the recession. A number of recovery priorities are emerging including:
- Whole system improvement of education and skills,
 - Connecting to public and academic centres of innovation across GM
 - Investing in public transport hubs in town centres
 - Delivering GM full fibre roll out to improve digital connectivity
 - Addressing barriers to growth
 - New housing strategy and increase housing supply/affordability.

Neighbourhood recovery

- 4.29 Building on the success of the community hubs our intention is to develop neighbour models which embed good practice and take governance to a more localised level in order to be more responsive to community need. We will utilise this model to integrate support for vulnerable individuals and their families for all public services in Bury via improved local co-ordination.
- 4.30 Key to supporting this will be an improved infrastructure for volunteers and the VCFA to shape and contribute to their locality. This groups and organisations will work alongside Enhanced Integrated Neighbourhood teams (INTs) with Active Case Management to be expanded to support wider cohorts with integrated packages of care including support from neighbours and communities.
- 4.31 This work will need to be underpinned by better data and intelligence on cohorts for risk stratification and to under appropriate clinical and social support at neighbourhood level. This work will build on the intelligence we have gathered through supporting the Covid-19 shielded group, including strengthened understanding of specific cohorts including the over 70s with underlying health conditions, all age with long term conditions, isolated people, data on levels of hardship and social need.
- 4.32 This work will deliver better population health and ensure that tackling health inequalities remain a central outcome within our Bury 2030 vision.

Health and care recovery

- 4.33 A strategic framework for the recovery phase for the health care system is being developed, as this is a major component of the overall recovery plan. It is intended to be the single strategic plan to ensure that Bury people and patients receive the efficient and effective health and care services. This is part of the wider requirement for the Bury Recovery Plan to build confidence in the future.
- 4.34 A System Health and Care Task and Finish Group has been established to design and oversee the implementation of a recovery plan and working to deliver against the following principles for recovery. This will include a fundamental change in how Bury delivers Health and Care through sustaining the shift away from hospital care into the community and using prevention and early intervention as a drive for service redesign.

Whole system approach

- One delivery plan for Bury System Health and Care
- Organisationally agnostic and including all key stakeholders.
- Clear and concise governance framework to support streamlined decision making
- Co-ordinated communication plan across partners
- Engagement with staff and public at every level

Positive Behaviours

- Strengths based
- Enterprising
- Collaborative
- Empowering
- Empathy
- Reflection

These principles will underpin the key themes and priority areas of work.

- Planned Care
- Urgent Care
- Mental Health
- Social Care
- Strategic Finance

5.0 CONCLUSION

- 5.1 Overall, the Council has overseen a significant and timely response to the emerging threat of the pandemic in Bury. This has involved the suspension of a number of services, the redeployment of staff to support the most vulnerable, extensive support to business and suppliers, a significant communications effort and close working with local communities and voluntary groups. Schools and early years settings have also been supported to rapidly adjust to new government guidance.
- 5.2 The response has benefited from its well-developed integration of local NHS and Local Government – Local Care Organisation (LCO) & One Commissioning Organisation and combined political and clinical leadership, which puts us at a significant advantage when supporting the people of Bury.

5.3 The Council is committed to continuing effective partnership working as we move towards a renewal of strong local communities and a return to growth in our local economy.

List of Background Papers:-

None.

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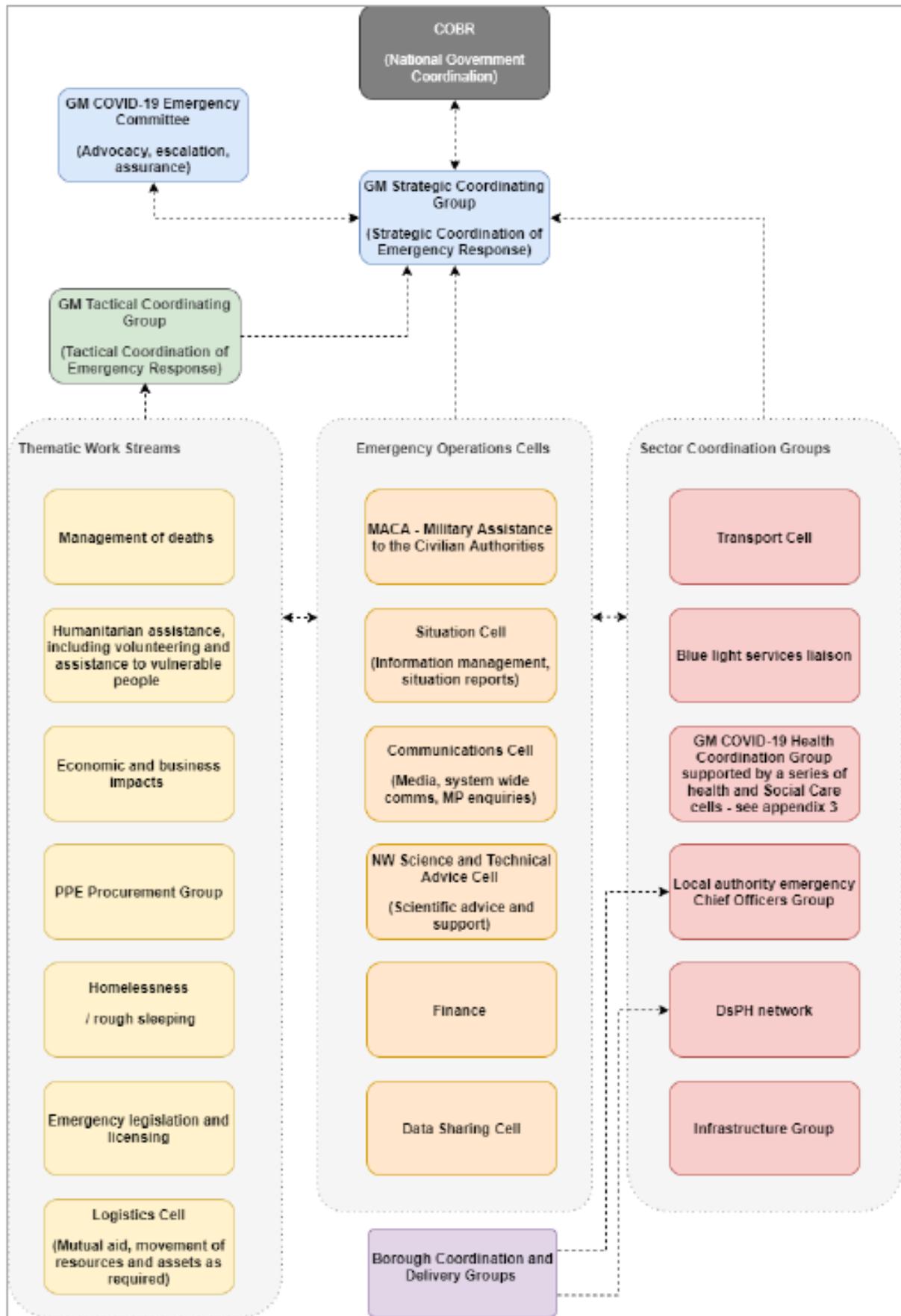
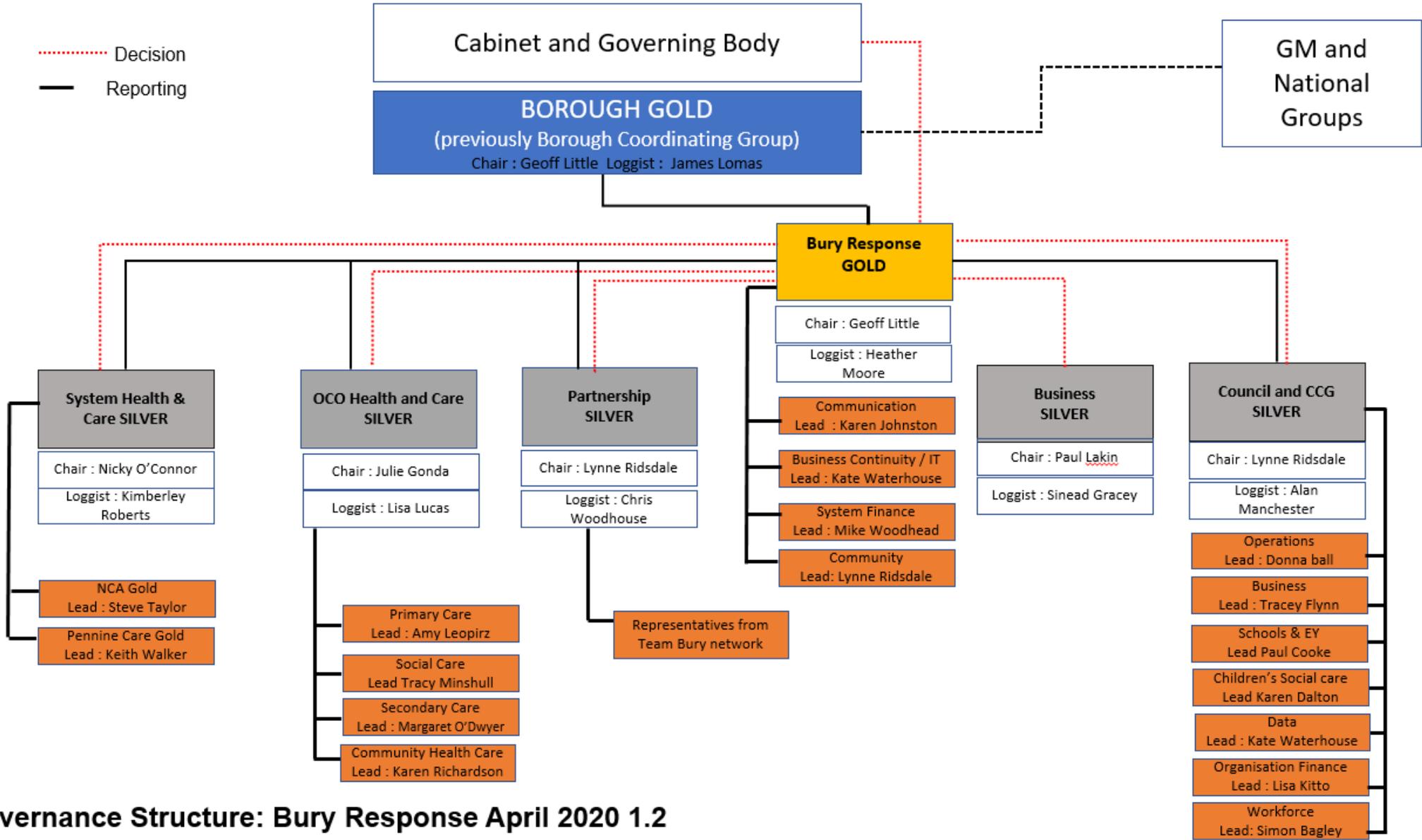


Figure 1: GM COVID-19 Structures as at 25 March 2020



Governance Structure: Bury Response April 2020 1.2

Bury Neighbourhood Model

Three Components of one team in each neighbourhood

- Shared case risk stratification
- Early intervention
- Targeted Resources
- Asset-based approach
- Single, active case mgt – keyworker approach



Neighbourhood teams addressing local issues; informing borough-wide resources & Strategy



