North Tyneside Covid-19 Recovery Programme

End of Programme Report

Elected Mayor, Norma Redfearn CBE

The past 18 months during the Covid-19 emergency have been very difficult times for us all, even more so for some of our most vulnerable residents. We have all been put in unfamiliar circumstances and at times, it hasn't been easy.

Words such as unprecedented, profound, life changing and many more, have all become commonplace in the narratives of the Covid-19 pandemic.

No report or commentary about the pandemic would be fitting without recognising loss. North Tyneside has seen 20,509 positive cases of the virus since March and 482, mothers, fathers, brothers, sisters, friends and colleagues, have sadly lost their lives.

I join the rest of the Borough in extending my deepest sympathy to their families, friends and communities.

Thankfully, the pandemic's legacy is not solely focused on disruption or loss and this report is testament to that fact. Our teams, communities, businesses, residents and partners have all united in their response to the pandemic; demonstrating a resilience and determination to care for and protect each other, our economy, and our Borough. Some of the rapid and transformational changes to the way in which services are delivered, have been hugely positive and welcomed by many. I would like to offer my sincere thanks to everyone involved.

The Local Government Association recently described North Tyneside's response to the pandemic and its recovery from it as 'commendable', and this is shown in the achievements and support that have been provided to our residents, Borough and economy, set out in this report.

Local outbreak control arrangements have been at the heart of the success of the recovery programme, mobilising the very best of our teams, NHS and community and voluntary sector. These arrangements have always played a pivotal role of protecting public health in North Tyneside and will continue to do so. Our resident and community response to vaccination take-up and personal responsibility to testing, stands out regionally and nationally.

Whilst we know we must all continue to live alongside the virus, this report signals the end of the Authority's 18-month emergency response to the pandemic and an ambition to building a thriving and even better North Tyneside for all.
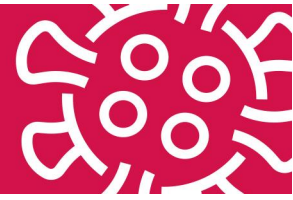
Executive Summary

Welcome to the closing report for North Tyneside Council's Covid-19 Recovery Programme (the Programme).

The Authority's Recovery Programme created an early structured approach to longer term recovery, with 3 clear stages, built upon the strategic objectives from the Our North Tyneside Plan. It was agreed by Cabinet in June 2020 and has governed the Authority's management of, and recovery from the pandemic.

The Programme has been directed throughout by the Elected Mayor, Lead Members, and senior officers. The Recovery Coordinating Group (RCG) has operationalised and enacted those directives, in partnership with Elected Members, our teams, communities, Trades Unions and partners.

This report looks back at the original Programme objectives agreed by Cabinet in June 2020 and asks - did we achieve what we set out to do and what have we learned for the future, to build a better North Tyneside?

As well as formal closure, and a product of the Programme, this report is a commemoration of the Authority's collective experiences and a celebration of the unprecedented achievements of many. Here are just a few of those achievements.

People

The protection of people who were deemed clinically or clinically extremely vulnerable has been one of the primary aims of the Programme.

We have continued to support over 16,000 vulnerable residents, many of whom needed to shield, responding at pace to stand up a local support system which carried out over 12,000 welfare calls to help combat anxiety and loneliness.

Our response has been described as best practice by the Ministry for Housing, Culture and Local Government. The monumental volunteering effort coordinated with and delivered by our partners across the community voluntary sector, has been truly unprecedented. We saw a huge number of new volunteers come forward to get involved in schemes such as the Good Neighbour Project, supporting those needing to shield and the Community Health Champion scheme, ensuring key health messages were shared within our communities.

RCG and Local Outbreak Control teams have worked together to support the NHS to deliver an impressive Programme of testing, track and trace and vaccination. Over 90% of North Tyneside residents have now received their first vaccination and over 70% are now fully vaccinated. North Tyneside's vaccine uptake rate is impressive and one of the highest in the region.

Our teams have worked with people who had no permanent home, providing temporary accommodation and ensuring they were safe and had access to essential hygiene supplies.

We made sure those most in need of financial support received it, providing bespoke welfare assistance, with the distribution of discretionary payments, emergency food and essential household items. We paid over £80K to residents who needed to isolate.

All social care customers continued to receive a tailored response to their care needs in a way that prioritised their health, safety, and wellbeing.

The 45 local care homes were given intensive and individualised support to ensure consistent standards of safety for their residents and staff, including the

provision and use of personal protective equipment.

The pandemic has revolutionised, at pace, the use of digital technology but not everyone was able to benefit from this. Several streams of work were undertaken to address digital exclusion, including digital skills and literacy and the rapid deployment of over 3,500 laptops and tablets and 130 internet packages to children and families. VODA deployed their digital champions to provide support to residents, helping them set up an email account and register for online shopping.

We processed over 1,000 applications for free school meals and made sure those entitled to free school meals, received vouchers to support our most vulnerable families with food costs over the school holidays.

Place

All essential services to maintain the safety of residents and protect the natural beauty of the Borough, continued to be delivered throughout the pandemic, including refuse collection, highways, housing repairs and street cleansing.

The household waste and recycling centre now has an online appointment booking system. This has reduced queueing times, resulting in a better customer experience and fewer emissions.

Consistent signage has been maintained in the Authority's public spaces, such as play parks and beaches, to ensure adherence to their use in a Covid-19-secure way.

The Elected Mayor's Spirit of North Tyneside saw a Borough wide celebration in 2020, for exceptional customer and community service; over 150 nominations were received.

Bereavement services have continued to support families and friends, with Covid-secure funeral services.

An enforcement hub was immediately set up at the start of the pandemic and has dealt with hundreds of customer complaints and supported local businesses to comply with Covid-19-secure measures.

Temporary traffic management schemes were introduced in three town centres, one district centre and the coastal strip, to maintain social distancing measures in line with Government guidance.

Economy

Over 300 adult learners and apprentices were provided with online lessons and resources for 22 different distance courses.

Businesses in North Tyneside received bespoke support with over 200 businesses accessing our newly established consultancy service. We provided advice and guidance to businesses on how to reopen and operate safely via social media and distributed over 1,600 newsletters to businesses.

We made sure financial support reached those who needed it quickly; we processed and distributed £65m through 11 Covid-19 business grants, to over 4,000 businesses.

A town centre recovery plan for the reopening of the four town centres was developed to safely reopen and support our high streets.

Match funding was secured through the North of Tyne Capacity Fund, which enabled the voluntary and community sector to continue to deliver their employability project through Covid-19.

Organisation

We have continually tracked and monitored data throughout the Programme and produced over 100 dashboards to understand and respond to key issues such as, outbreaks, compliance with Government restrictions, hospital capacity

and work absence. We ensured national guidance was implemented and aligned our response to provide a coordinated approach with our regional partners.

We helped instil confidence amongst our businesses, residents and teams and ensured our public open spaces, council workplaces and public buildings, were open and operating in a Covid-secure way. We provided strong messaging on social media, in addition to public signage in areas of high footfall. Covid-19 risk assessments were carried out across all council buildings, determining a maximum capacity level to ensure the safety of visitors and colleagues at each site.

Democratic functions have continued throughout the Programme, moving from remote council and committee meetings, back to in person meetings in phase 3 of the Programme. In May 2021, we delivered a Covid-secure election, managing a huge increase in the number of postal vote applications, we delivered the results of not one, but three franchises.

The IT helpdesk supported colleagues to continue providing services to customers from home, by answering over 400 calls a day and resolving queries with a quick turnaround.

A skills exchange was created, to ensure any staff member unable to carry out their substantive role, could be redeployed into areas with high or new demand. Over 300 staff have been redeployed into different roles, since the start of the pandemic.

Over two thirds of the organisation are in a workplace or community setting, delivering services. Following the most recent Government guidance, we are delivering a phased return over the Summer, ready for September 2021, for those colleagues still being asked to work from home.

Safe, healthy, and happy workplaces are pre pandemic organisational workforce priorities, that remain steadfast. In addition,

pre-pandemic priorities for ensuring the best possible accommodation for our teams, will continue to be delivered. We'll work to understand the risk and impact from all respiratory illness and ensure that our teams work in buildings and venues that promote their wellbeing and support them to deliver services in line with the Customer Promise.

Building a better North Tyneside

We know that we must all continue to live alongside the virus. The successful completion of the Covid-19 Recovery Programme signals an end to our emergency response and a return to a business-as-usual state, with a focus on building a better North Tyneside – creating the conditions for a Borough that continues to thrive.

There is a refresh of the Our North Tyneside Plan underway and this will reflect the ongoing priorities for North Tyneside from the pandemic. Linked to that, is the work already started to understand the impact of the pandemic on socio economic inequalities. We'll be doing more on this over the Summer by speaking to residents, Members and partners and it will be used to refresh the Joint Health and Wellbeing Strategy with the North Tyneside Health and Wellbeing Board.

Thank you

No report will ever be able to fully capture every individual, organisational and community response to this pandemic. The Recovery Coordinating Group would like to thank every person who has contributed to the success of the Programme.
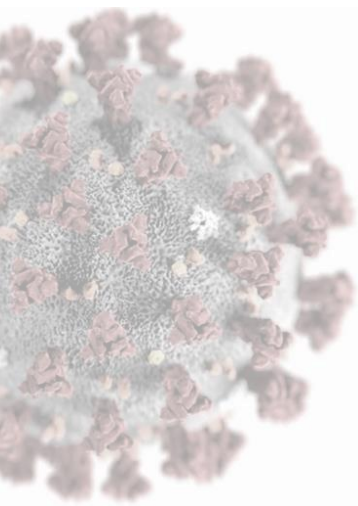
Contents

1. Purpose

- The purpose of this report is to successfully close North Tyneside Council's Covid-19 Recovery Programme.

- The report is the final assessment of the Programme's deliverables and denotes the decommissioning of its resources and infrastructure.

- The report will assess the delivery of the Programme's objectives and where necessary, confirm where ongoing support is in place, to ensure change continues to be embedded.

- The overall performance of the Programme and its management processes have been evaluated and lessons learned compiled, so that they may benefit any post Programme activity or future programmes.

- Programme information has been reviewed and updated, including risks and finance.

- The disbanding of the temporary organisation of the Programme is explained, along with the arrangements for remaining groups to complete any additional post programme activities.

Local Authorities have an ongoing statutory responsibility to have Local Outbreak Management Plans (LOMPs) in place for responding to emergencies in their areas, as part of their existing duty for safeguarding and protecting the health of their population. Authorities were initially tasked by Government, to produce specific plans by end of June 2020, in response to the ongoing Covid-19 pandemic.

The North Tyneside LOMP was most recently published in March 2021. Its planned activity has been integral to the successful delivery of the North Tyneside Covid-19 Recovery Programme objectives and joint working between the Local Outbreak Management team and Programme teams, has been evident throughout the Programme. However, the LOMP and Covid-19 Recovery Programme are independent entities, albeit each underpinning the work of the other. The LOMP and its governance structure are important considerations in post Programme arrangements, covered later in this report, but they are not evaluated as part of the Programme closure process.
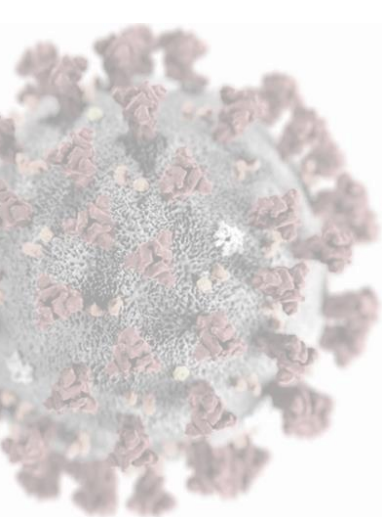
2. Introduction

The North Tyneside Council Covid-19 Recovery Framework and associated Programme established a structured approach to recovery from the Covid-19 pandemic, with 3 clear phases: of restart; transition and rebuild and grow. It was built upon the strategic objectives from the Our North Tyneside Plan themes, of Our People, Our Places, Our Economy, and an additional theme of Our Organisation was also incorporated.

The Programme was agreed by Cabinet on 29 June 2020.

The Programme established 31 workstreams that would ensure the Authority was able to:

- allow the continued delivery of front-line services in a Covid-19 safe way,

- ensure the workforce was protected,

- reshape public spaces,

- support schools and childcare providers to operate safely,

- assess the impact on businesses, and

- monitor the social impact on communities.

The Programme has been directed throughout by the Elected Mayor, Lead Members, and senior officers. The RCG has operationalised and enacted those directives, in partnership with Elected Members, our teams, communities, Trades Unions and partners. Annex I describes the governance arrangements over the course of the Programme.

Cabinet received an update of progress of the Programme on 22 February 2021, from the first two phases.
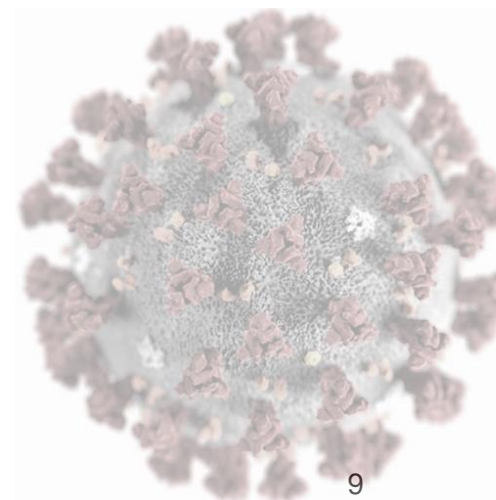
3. Programme Approach

3.1 Programme objectives

The Programme agreed by Cabinet in June 2020, had 12 objectives and the subsequent Programme plan and tools used, were designed to track, and assess progress of these objectives.

3.2 Programme planning assumptions

The Programme agreed by Cabinet, defined a set of planning assumptions aligned to the Government's Covid-19 Recovery strategy, May 2020.

At each end of phase review, RCG assessed and where necessary, amended the planning assumptions to ensure they reflected the most up to date Government legislation and guidance.

3.3 Recovery Coordinating Group

The Programme has been managed by the RCG, reporting to the Elected Mayor, Lead Members, Cabinet, and the Authority's Senior Leadership Team (SLT).

RCG has:

- coordinated and monitored the Programme plan and its workstreams,

- provided a robust reporting process from RCG to SLT and Cabinet on workstream progress; and escalated issues where necessary

- ensured the analysis of risk at workstream Programme and strategic levels

- monitored financial impact of Covid-19 recovery

- considered the allocation of Covid-19 grants and provided documented decision making

- consulted with stakeholders and provided relevant recovery information

- ensured robust end of stage evaluation processes

- ensured the Programme reflected regional recovery priorities

- provided guidance and assurance to workstream activity

- identified and agreed resources to facilitate workstream progress

- developed Programme planning assumptions at each phase
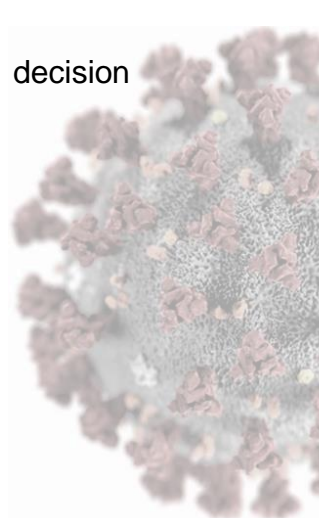
- kept oversight of and considered the interpretation and application of Government guidance for the Programme

RCG has been supported by a dedicated support team, fulfilling a Programme Support Office role.

RCG membership has been flexed and adapted during the Programme. Shifting as part of the end of phase 2 review March 2021, from SLT membership and some senior Tier 3 officers, to solely Tier 3 officers, for the third and final phase. This change in membership reflected the priorities from the Government's Covid-19 Response - Roadmap out of Lockdown, Spring 2021. It also meant that the focus of the Authority's Director team could shift, to assessing the longer-term impact of the pandemic over the next 4 years.

Council partners, Capita and EQUANS (formerly Engie), have continued as members of RCG throughout the Programme.

3.4 Programme plan and workstreams

A programme plan has structured the Programme's objectives across 31 workstreams, each given its own senior officer lead(s) and Lead Cabinet Member(s).

From the outset, and throughout the Programme's 3 phases, the support team has met at least monthly with workstream leads to monitor and review progress.

Monthly progress reports were used to determine the potential for workstream completion or workstream progression to the next phase. Workstream review documents were agreed by workstream lead(s) and responsible Cabinet Members, before being incorporated into each end of phase report. All final workstream review documents are enclosed as Annex F.

3.5 End of phase reviews

End of phase reviews were conducted at the end of phase 1 and phase 2, involving a comprehensive range of Programme stakeholders, including workstream leads, RCG members, Trades Union representatives, SLT, Elected Members and the Elected Mayor. End of phase reviews ensured RCG were able to:

- scrutinise the end of phase findings including stakeholder feedback, a summary of key achievements, lessons learned and best practice,

- discuss completion of milestones and agree the recommended closure of workstreams,

- agree the delivery confidence assessment for progression to the next recovery phase,

- give consideration to the current national and local outbreak control position, and

- refresh the Programme planning assumptions to ensure their relevance to that specific point in time.

3.6 Engagement and involvement

Throughout the Programme, views from stakeholders have been captured and used to help inform and shape the plans for subsequent phases.

Elected Members completed an online survey at the end of phase 1 and phase 2, providing feedback on the recovery Programme and impact of the pandemic on the communities they serve.

Residents were consulted during phase 1 through the Big Community Conversation in August 2020. The comments were incorporated into the 2020 State of the Area event and provided valuable insight for the public confidence and town centres workstreams in phase 2. The Authority's resident's panel also gave feedback in a bespoke survey about the Programme and shared experiences and views that were used to inform phase 3.

Our teams have taken part in 3 pulse surveys, in addition to the robust health and wellbeing support framework, put in place at the start of the pandemic.

Trade Union representatives have supported their members from the outset of the pandemic and in addition to the existing, pre pandemic TU engagement routes, additional recovery meetings with RCG Chairs and the Chief Executive have taken place monthly.

Partners at both local and regional levels have been a key ingredient of success for the Programme, to meet its objectives and ensure work in North Tyneside, was contributing to wider efforts.
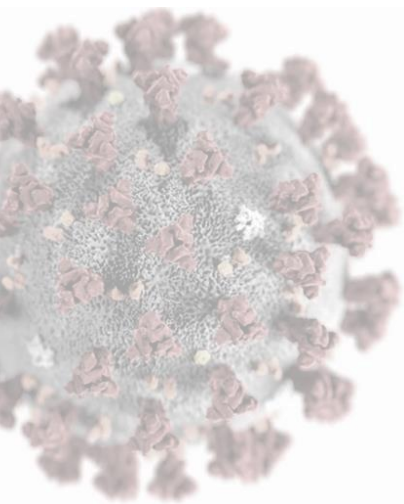
4. Delivery of Programme Objectives

In line with the Our North Tyneside Plan, the Programme was designed to meet 12 objectives, also set out in Annex B. This section of the report describes the key deliverables in meeting those objectives.

4.1 Our people

Objective - To provide calm and resilient leadership – both within the Authority and across the Borough as a whole – mitigating the deep impacts of the pandemic on the Authority, communities, and the local economy.

- **A digital outreach project** was launched in September 2020 and will run for 3 years with a coordinated approach to providing basic digital skills for residents within community settings. Participation levels are expected to increase from July 2021 in line with easement of Government restrictions.

- **Digital Champion Volunteers sponsored by VODA**, have supported residents to use digital devices, remain independent and feel more connected to their friends and family. In only two weeks a resident was taught how to text messages, use email to register accounts on websites, attach documents to emails and carry out online shopping.

- New e-learning packages were developed providing advice on **nutrition for children** to help our young people stay healthy.

- **Remote interventions for weight management** were developed for families, teenagers, and adults, providing 1-2-1 advice and support.

- A weekly timetable of **online fitness classes** were successfully launched targeted at hard to reach groups, to keep residents active.

> *" I loved the Active North Tyneside online fitness class, it's great when you're working from home and sat down most of the day "*
>
> Lynda via Facebook

- An online **Summer of Cycling campaign** was launched to encourage outdoor activity.

- To keep children active Covid-secure **school delivery programmes** were reintroduced including Bikeability training and Hoops for Health.

- **Connexion's advisers facilitated interactions with over 2,000 students** leaving year 11 and year 13, to confirm their destinations in September 2020 and minimise levels of young people not in education, employment, or training (NEET). We saw only a slight increase in 'Not in Education, Employment or Training' (NEET) levels.

- **Virtual family time sessions** were established so families could still spend quality time together during lockdown. This was a temporary measure, and the Authority was

legally required to return to a face to a face family offer as soon as possible, in line with Government guidance and restrictions.

- **Online courses to enable adult learning and apprenticeship courses** were delivered virtually. 22 different distance learning courses were provided including - teaching, childcare, counselling, employability, English, and maths. The Employment and Skills team supported over 300 learners in 2020-21 to ensure they continued their courses.

- During the period December 2020 to the end of April 2021, **£845,000 of Covid-19 Winter Grant** funding was used to cover costs of food and warmth for vulnerable residents including funding food vouchers, replacement household goods, clothing, food, hot meals, and utility bills.

- Those who were financially impacted by the **need to isolate** were supported with the distribution of Government funding with 'main scheme' and discretionary payments made to 1,242 residents.

- The Schools Improvement Service **supported the provision of a remote learning offer** by identifying those students without access to online devices or data packages and ensuring the appropriate kit was rolled out to those families who needed it.

Objective - To protect the vulnerable as a priority.

- **A Local Support System (LSS)** was developed which **redeployed 85 employees** and made over **19,000 welfare calls to our vulnerable residents** who had to shield. The service not only assisted with signposting residents to other support services but helped reduce anxiety and combat loneliness.

  The LSS took a proactive approach to making welfare calls, contacting everyone on the clinically extremely vulnerable list, who could possibly need support.

  By June 2021, the local support system concluded its work, having transferred all remaining residents in need of ongoing support, to **other support mechanisms**.

- **A full review of those classed as 'vulnerable'** was undertaken at various points during the pandemic to ensure those needing support, received it. North Tyneside Council's **support for the vulnerable** was hailed as **best practice** by the Ministry for Housing, Community and Local Government.

- Working with voluntary and community sector organisations and the clinical commissioning group, we produced **a series of magazines, entitled 'Navigating or Living Well',** providing information and advice to residents. Over 28,000 copies were delivered to residents on the shielding list, assisting residents access services both during and beyond the pandemic.

- **Community health champions were established by VODA** with the recruitment of 150+ North Tyneside residents to ensure up to date, trusted health messages were shared with people they knew. The health champions worked with communities to

provide effective messaging and facilitate feedback ensuring we stayed up to date with what people were feeling and thinking as we moved through the pandemic.

- At the start of the pandemic, **our residents without a permanent home were provided with emergency bed and breakfast accommodation** to ensure they were safe and had access to essential hygiene supplies.

- Children of those families in greatest need received free school meals, with **over 1,000 new applications for free school meals processed** due to an increase in Universal Credit claimants.

- **185,798 packed lunches were prepared for North Tyneside pupils** and 5,734 for out of Borough schools. **25,559 schools' hampers** were delivered to pupils entitled to free school meals.

- **87 schools were provided with a hybrid school meal offer** for vulnerable students or the students of critical workers, ensuring all pupils were offered a meal who needed one.

- Home to school transport was reconfigured so that **736 children and young people travelled to school safely** within their school bubbles.

- **135 pupils were supported where families chose to home educate.** An increase of 72 pupils from before the pandemic.

VODA Good Neighbour volunteer, Sherill, went above and beyond supporting Sylvia who needed to shield but wanted to bring some colour to her time inside. Sherill searched high and low to find the right 'pink' hair dye which she dropped off with Sylvia's weekly shopping delivery.

- **The school improvement team provided extensive home learning resources** and deployed the Department for Education 'laptops for schools' project, so children could continue their education from home. A combination of schemes provided **3,500 devices and 130 4G internet packages** to students and residents in North Tyneside.

- **VODA coordinated a collective organisational and volunteering effort** to ensure everyone from the council, to Age UK, to roundtable, were involved. This provided a rapid and unprecedented volunteering effort within our communities with many new volunteers now keen to continue volunteering.

- The **VODA Good Neighbours Project** was part funded by the Authority to provide support to residents that were vulnerable and shielding. 430 Good Neighbour volunteers supported 3,200+ residents with access to food and medication. The project delivered 1,440 food parcels and collected 756 prescriptions throughout its course.

- **Customer services set up a dedicated Covid-19 line** to support residents who were required to shield or self-isolate and signposted them to additional support.

- Volunteers from the customer services team, supported the voluntary sector prepare **300 Christmas food parcels** for those who were shielding.

- The Engie Income Management Team **developed a system to enable residents to pre-pay for their shopping** and processed £80,614.31 of payments enabling vulnerable residents to stay safe and self-isolate.

- **Food and essential supplies were provided to our most vulnerable residents** with the use of £256,179.61 of local Authority emergency assistance grant.

- The volunteer team supported our vulnerable young people who were required to shield by working with students from Newcastle University to create **isolation activity packs for children** unable to return to school.

- Our Engagement Team administered a meal voucher scheme to provide vouchers during the school holidays for those children entitled to free school meals. **7,021 vouchers were issued by the summer term 2021**, providing support to those families in greatest need.

> *"For us as a school, and for our families, being able to access council services over the holidays to sort out any queries or problems with the free meal voucher scheme was invaluable"*
>
> Ele Dobson
> Greenfields Primary School
> Wideopen

Objective - To restore hope and confidence in the future amongst communities and creating a platform for social recovery.

- Our communication plan ensured **strong public messaging** on social media, visual messaging boards and signage in areas of high footfall and worked with regional partners to develop a regional marketing campaign.

- **North Tyneside Marshals** were deployed to help allay our residents' concerns about adherence to Government guidance, with 20 Marshals operating in areas of high footfall reinforcing key public health messaging.

- The **Customer First** team was established to manage the **increase in Covid-19 enquiries** from the public and council Members. The team had specialist knowledge of the council's approach to managing the pandemic and were able to provide efficient and bespoke responses to resident enquiries.

- The **Spirit of North Tyneside campaign** was designed in partnership with VODA to showcase the amazing contributions of local people in keeping their neighbours and communities safe during the pandemic. 129 nominations were received with short films released daily in December 2020 highlighting our **amazing collective effort**.

Objective - To contain the spread of infection.

- Working with partner organisations, the community and voluntary sector, clinical commissioning group, safeguarding team and political leaders we **established a multiagency approach to outbreak management** in the form of The North Tyneside Outbreak Control Group and Covid-19 Health Protection Board.

- Working with our NHS and clinical commissioning group colleagues, we **establish vaccination hubs in 3 of the Borough's localities** ensuring our residents had local access to vaccinations.

- Provided support to our NHS and clinical commissioning group colleagues to **extend their community vaccination offer**. By 31 July 2021, 281,771 adult residents had received their first vaccine dose and 125,334 had received their second dose vaccines, amounting to over 70% of North Tyneside adult residents receiving both vaccine doses. As the result of the collaborative work, North Tyneside's vaccine uptake rate is one of the highest in the region.

- Our Public Health and Schools Improvement team worked with schools to **establish an in school and subsequent home testing Programme** within a 4-week period, undertaking risk assessments and recruiting additional staff to ensure secondary schools were ready to undertake testing after the Easter 2021 holiday period.

- Our Public Health team and redeployed staff from Leisure and Cultural Services **established an asymptomatic testing site** to provide regular asymptomatic testing for critical workers who needed to leave home to undertake their work. Almost 13,000 tests were carried out with 49 positive cases identified.

- Supported partner colleagues in establishing **2 full time and 2 weekend community symptomatic testing sites,** providing access to walk in and pre booked testing.

- Supported by the VODA community health champions, a testing centre was established at the Islamic Cultural Centre to **provide community testing provision for areas of the community most at risk of infection**.

People were ready to step up and offer support as we worked to minimise the spread and keep on top of the virus – including Whitley Bay Islamic Cultural Centre and Masjid, who we supported to create and host a pop-up testing and vaccine clinic.

- Our HR team established the **Skills Exchange, categorising the skills of 1,354 council, 232 partner and 40 school-based employees** displaced as the result of the closure of their usual place or work or service. This enabled the efficient redeployment of 267 staff to key priority areas including - the local support system, rapid community testing site, North Tyneside Marshals, beach watch scheme, vaccination Programme and the Our Places subgroup team.

- Our Prevent and Protect team developed webinars and specialist training sessions to **understand and combat vaccine hesitancy** amongst care staff and help increase vaccination uptake to keep our residents in need of care, safe.

Objective - To protect the safety of staff, residents, and visitors.

> "*North Tyneside Council, as Covid hit and we went into lockdown, were singularly the most important people to me and the home*"
>
> Lucy Craig
> Craig Healthcare

- Our Adult Social Care team undertook robust risk assessments and provided individualised support to ensure **all social care customers continued to receive a tailored response** to their care needs.

- Our Prevent and Protect team helped keep our care home residents safe by **providing intensive individualised support across all 45 North Tyneside care homes**.

- Various streams of **guidance around how to undertake 'safe teaching'** was developed to ensure our teaching staff were able to return to the classroom safely.

- In line with JCVI vaccination guidance, **1,349 council colleagues** were offered priority vaccination due to their job role.

- **Online health and safety masterclasses** were offered to local voluntary and community sector organisations ensuring their safe use of PPE and the safe operation of CVS buildings.

- During the emergency response period a '**workplace and public buildings recovery standard'** was produced to help building managers ensure a consistent approach to standards across all council buildings.

- A **building based Covid-19 risk assessment template** was developed for use across all council buildings in addition to a **task based Covid-19 risk assessment template**.

- Our HR team developed a **Covid-19 risk assessment template and Covid-19 1:1 process** to help managers provide individual support to their team members.

- **Workplace protocols and manager briefing** sessions were developed for managers, partners, and Elected Members.

- **83 buildings and 25 outdoor sites were made Covid-secure** including the physical installation of measures and relevant signage including:
  - ➢ 536 screens,
  - ➢ 196 barriers to maintain social distancing,
  - ➢ 50 pull up banners in reception areas,
  - ➢ 16,428 packs of wet wipes,

- ➢ 153 number discs for swimming lockers and changing rooms,
- ➢ 19,200 individual waste bags for desks,
- ➢ 994 sanitiser units installed, and
- ➢ 12,458 printed Covid-19 related signage.

- **Covid-secure capacity plans** were drafted to ensure the safe operational use of buildings, support the safe operation of the 2021 election, postal vote opening and count sessions and provided plans for the return of cabinet and full council meetings from May 2021.

- A **desk booking system** was developed and rolled out to monitor the number of staff working in office buildings and ensure capacity was not exceeded.

- The **Health and Safety Executive** carried out spot checks and premise inspections, with positive feedback received and no further action required.

- **Investigations of Covid-19 outbreaks in buildings** were carried out with subsequent review of risk assessments, control measures and roll out of additional measures where RCG deemed necessary.

Objective - To address the impacts of the pandemic from an equalities point of view in relation to protected characteristics, health, well-being education and income.

- As part of the phase 2 Programme review process, the recovery team met with a range of council service experts and partner organisations including the CCG, Citizen's Advice and Patient Link to undertake a **point in time assessment and gain an insight** into what was being **heard and felt** by front line workers in relation to **inequalities**.

- A report entitled Impact of the Covid-19 pandemic was produced on health and socio-economic **inequalities in North Tyneside,** assessing the direct and indirect impacts the pandemic and provided an analysis on the impact of equalities across the life course including - deprivation and income, geography and surroundings, people with protected characteristics and vulnerable groups.

- A **new Health and Wellbeing Strategy** will be drafted by November 2021, to tackle health and socio-economic inequalities.

- A **refreshed Our North Tyneside Council plan** was produced outlining the council's vision to build back better and deliver – a thriving, family friendly, caring, secure and green North Tyneside.

- The Parks Sports Centre and Hadrian Leisure Centre **facilitated NHS blood donation clinics and diabetic eye screening clinics** throughout the early period of the pandemic.

4.2 Our places

Objective - To ensure Covid-secure open spaces and town centres to support confidence and to keep North Tyneside a great place to live, work and visit.

- **Footfall sensors in town centres and visitor locations** were introduced, providing real-time data and allow us to deploy additional resources where necessary.

- **Traffic management schemes** were introduced to strike the right balance between pedestrians, cyclists and drivers whilst still maintaining social distancing measures.

- The **Snowman and the Snowdog Trail** provided a socially distanced activity, safely attracting 60,000 people into our town centres.

- **Tennis court bookings** increased by 450% in the first 4 months of re-opening - the highest usage of the courts we have ever seen.

- In response to the launch of the Government's roadmap to recovery, an Our Places subgroup was established to proactively **manage the impact of easing Covid restrictions** within our public spaces. An action plan was produced to ensure we provided **Covid-secure and accessible open spaces** and support public confidence to keep North Tyneside a great place to live work and visit.

- **95 leisure staff** undertook **litter picking** duties within the community, keeping our Borough clean and attractive to visitors during periods of service closure.

The day job had to continue, and our colleagues worked tirelessly to provide essential services through difficult times. Residents were patient, supportive and appreciative of all of our colleagues who were out and about keeping the borough moving. One street showed its appreciation for our refuse teams with a ten minute round of applause as they collected the bins.

4.3 Our economy

Objective - To support local businesses to enable economic recovery and growth

- The Buy Local campaign was launched to **promote local businesses** and help stimulate trade in our town centres.

- **2,396 visitors** were welcomed back to the **Whitley Bay mini golf and footgolf** and since the facility reopened.

- **Commercial unit vacancy rate monitoring** was increased in frequency to allow a better understanding of the impact within our town centres.

- Since reopening, our 5 **indoor leisure sites** have attracted 305,135 customer visits, 31,775 customers attended a **group exercise class**, 92,048 visits have been made to our **Contours gyms,** with 87,313 visits to our **swimming pools**.

- **Businesses were supported to reopen safely** through the roadmap stages by providing information via North Tyneside Business Forum's website, social media, and emailed newsletters to 1,600 members.

- A **town centre recovery plan** for the reopening of the 4 town centres was developed to safely reopen and support our high streets.

- **Temporary pavement licences** were processed to support the reopening of hospitality businesses serving outdoor food and drink.

- In July 2020, the **back to work service** was established and supported customers through over 10,000 interventions, providing early support to help our businesses safeguard jobs.

Thanks to our Business Recovery Programme, hundreds of businesses have received vital support in the most challenging circumstances. One of these was QFit Gym, in Dudley, where owner Dave was worried about how the gym would recover after lockdown. He has since been able to keep hold of all his staff, plan for the future and is even looking to add to his team.

- The back to work service **supported those in unemployment** with the completion of 1,940 job applications and CVs, 392 enrolments to training courses, 402 individuals gaining interviews and 370 residents securing employment.

- **11 Covid-19 business grants** were managed with £65m of funding was paid out to over 4,000 North Tyneside businesses.

- A **bespoke business consultancy programme** was launched, which assisted over 200 businesses.

- 2 business incubator programmes were launched to provide **expert support to digital and town centre businesses**.
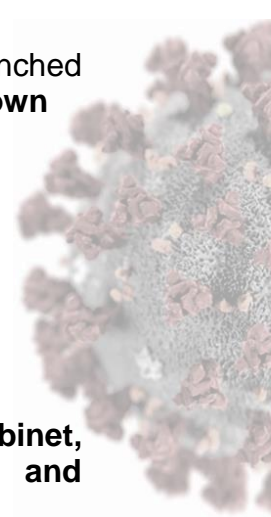
4.4 Our organisation

Objective - To ensure clear democratic oversight is in place

- The democratic process of the council continued with the provision of **69 Cabinet, Council and other Committee meetings which were held virtually and livestreamed**.

- A **Covid-secure election** was delivered, with more than 400 staff, counting almost 200,000 votes across 3 franchises, culminating in the re-election of Mayor Redfearn, the re-election of Police and Crime Commissioner Kim McGuinness, and the election or re-election of 23 Ward Councillors.

- **The 2021 Annual Council meeting** was delivered successfully, with the appointment of the Chair and Deputy Chair of Council, the appointment of Councillors to all Committees, and received details of the Elected Mayor's new Cabinet and portfolios.

Objective - To follow national Government guidance in all that the Authority does and link in with relevant plans and initiatives at a regional level.

- RCG **tracked the Government roadmap to recovery** and established a council wide roadmap action plan to track actions and document the reopening of services to ensure each step was understood and approached in a consistent way.

- On a daily basis, **changes to Government guidance** were dissected and shared with the relevant services to ensure current guidance was captured, communicated, and actioned efficiently.

- The Cabinet set out a **phased, long term approach to recovery** starting with three distinct phases linked to the Government's Covid-19 Recovery Strategy, as well as the regional economic recovery framework. The Recovery Coordinating Group (RCG) has delivered a recovery Programme under the headings of restart, transition, rebuild and grow, with specific timelines and delivery targets.

> " *I don't think we could have done our job without the help of North Tyneside Council* "
>
> Inspector Nicola Seymour
> Northumbria Police

- **National legislation and guidance was translated for a range of audiences** to help communicate expectation and how to implement changes.

Objective - To reflect the current context in North Tyneside – through evidence-based decision making with the ability to react and respond to opportunities and challenges

- A **skills exchange was created**, to ensure any staff member, unable to carry out their substantive role, could be redeployed into areas with high or new demand. As part of the Skills Exchange, 1,354 council, 232 partner and 40 school-based employees were skills assessed and 267 staff were redeployed to priority areas.

- Over the pandemic, over **100 dashboards** have been produced to support Covid-19 decision making groups as well as keeping the public informed via social media.

- In partnership with our neighbouring Authorities, a **regional 'Thank You' campaign** was delivered to help influence behaviours around safety measures and encourage vaccination.

- The **Recovery Coordinating Group met over 100 times** to react and respond to opportunities and challenges throughout the pandemic.

Objective - To evaluate and learn lessons as the Authority moves forward ("better never stops")

- **Three pulse surveys** have been carried out, to monitor the impact of restrictions and the pandemic on individuals and their teams. Results have directly shaped the Programme and the Authority's approach to supporting the wellbeing of the workforce.

One of our repair men made a friend. While repairing a window, he the house's youngest resident entertained while he got the job done. Providing some smiles to our residents through a difficult time.

- In the summer of 2020, **106 phone conversations took place with residents as part of the Big Community Conversation**. Conversations were around 40 minutes each and gathered feedback on how the Authority had performed and identified any emerging concerns residents had.

- At the start of the pandemic, all **face-to-face customer services were switched to telephone or email**. An additional 20,000 contacts were handled in the Contact Centre in 2020 compared to 2019.

- **Face to face services customer services reopened in May 2021**. A total of 421 appointments were made in the first month, with positive customer feedback received on the efficiencies of the appointment system.
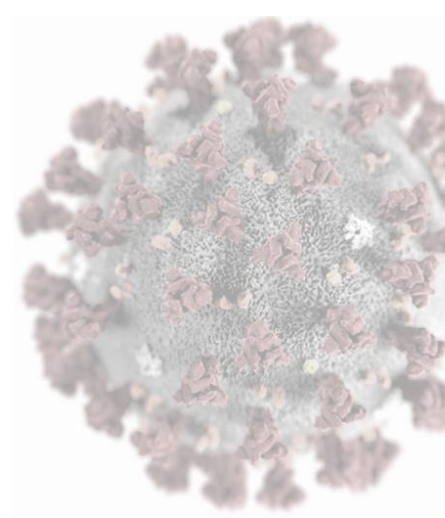
5. Key Learning and Best Practice

Key learning and best practice have been gathered for use in future programmes and to support the continued transition of the Authority's services from emergency response, to business as usual.

Key learning and best practice has been assessed at 3 levels:

- programme management
- programme delivery, and
- workstream delivery insights.

5.1 Programme management

Purpose and aim; the Programme was built upon a set of clear strategic objectives, agreed by Cabinet and this steered the work of the Programme throughout. The objectives were based on the existing Council Plan themes, providing a clear, consistent, and familiar anchor for the Programme, particularly when external factors were less controllable. This shared understanding helped communicate the purpose of the Programme with a wide range of stakeholders and supported the end of phase review process.

Starting early; recovery planning was started quickly at the outset of the pandemic and was a result of well-rehearsed, local, and regional emergency response planning and arrangements.

Programme structure and phasing; the Programme was deliberately structured to move the Authority and Borough through 3 distinct phases of recovery. End of phase reviews have been undertaken, providing an opportunity to formally assess progress with a wide range of stakeholders; check deliverables against Programme objectives and where necessary, refine planning assumptions.

Programme support team; was a dedicated resource that organised the planning and execution of the Programme plan, monitored and recorded workstream progress, tracked risk, monitored overall progress, liaised with stakeholders, and lead both end of stage and end of Programme reviews.

National guidance and information; the Programme support team established a centralised point to review and disseminate legislation from Public Health England and the Ministry of Housing, Communities and Local Government, ensuring the Programme was responsive to the most up to date Government information and guidance.

Programme communication; a single point of communication was established at the outset of the Programme within the Authority's communication and marketing team. This controlled consistency of facts and messages with all stakeholders, both internal and external to the Authority and ensured links with regional and national pandemic response teams.

- Where possible, existing, and well tested communication methods with residents, Cabinet, Elected Members, Trades Unions representatives, senior leaders and our teams were utilised – this minimised additional stress on resources and helped create consistency and stability.

- New communication mechanisms for Programme reporting included weekly written and verbal reporting to Lead Members, regular pulse surveys with all team members as well as weekly Chief Executive bulletins.

Decision making; typical programme tools were used to record key RCG meetings and activity and over 100 information dashboards have been developed and utilised, since the pandemic was announced.

An additional information and decision support tool was developed in phase 3 of the Programme, to help Lead Members and SLT, assess local progress on the Government's Roadmap out of Lockdown, introduced in March 2021.

Programme documentation; the documents and products that have been produced throughout the Programme, have been collated and stored in a resource hub, for future benefit and use by other programmes.

5.2 Programme delivery

- Programme communication to stakeholders, recognised the diverse requirements of each group. A wide range of channels including digital, video, social media, local press, council website, council newsletter and street signage, were used to keep all stakeholders up to date with national and, regional and local messaging. Targeted messaging for specific groups such as young people or specific communities, was particularly successful in responding to areas with high infection rates and / or low vaccine take up. Translation of key information into specific languages, ensured no groups were excluded but was also able to target clusters of high infection rates and low vaccine take-up.

- Key messaging about the pandemic was agreed with LA7 and sometimes LA12 partners. This provided residents and our teams with clear and consistent information, in relation to infection control, the vaccination programme and availability of local council services. It also helped combat some of the misinformation about the virus and the Government's response on social media.

- The Programme objectives, planning assumptions and their review at each end of phase, supported RCG and the Authority and its partners in key decision making.

- Many of the Programme's deliverables would have been impossible to achieve without the strong foundation and maturity of existing relationships with the local community and voluntary sector and other public sector partners in the NHS and fire and rescue. The successful management and containment of the virus, impressive vacation rollout and commended local support hub, are all testament to these relationships.

- The Good Neighbour project, delivered in partnership with VODA, provided a trusted and well-established mechanism, to manage, expand and rapidly deploy the network of volunteers to support vulnerable people.

- Work to support local businesses both financially and with compliance to national restrictions, has undoubtedly helped support the recovery of the local economy and protect people from the harmful impact of the virus. The bolstering of enforcement resources and the calming presence of North Tyneside Marshals have created a trusted and calming physical presence throughout the Borough.

- In preparation for the easing of the national restrictions, we developed a re-opening plan for our town centres which included management of public spaces/parks, evening economy, street cleansing, transport, and community safety activity.

- Reopening is more difficult than closing. The 3-phase approach to the Programme, has proved particularly successful in managing the reopening of council services and businesses. The structured approach to the Programme, has provided sufficient time and planning for this work to be undertaken.

- All council services have seen an increase in the number of enquiries from residents about their services and the impact of national restrictions. This increase and its impact on the ability of services to continue to support residents, was quickly recognised at the end of phase 1 review. In response, a central correspondence team was established in January 2021, providing much needed additional capacity, and diverting traffic away from front line service delivery.

- In phase 3 of the Programme, RCG coordinated the approval process for the use of discretionary central Government grants. This provided strategic oversight and coordination of grant spend, avoided duplication and ultimately targeted use of the money, in delivering Programme objectives.

5.3 Workstream delivery insights

The critical need to safeguard and protect and enforced Government restrictions, has without doubt created significant challenges for many of our services and those of our partners in this Programme. This has however created many positives which the Authority and its partners will consider as they move to the post pandemic normal. These include but are not exclusive to:

- an environment for rapid and positive service transformation,

- increased collaborative problem-solving and even closer partnership working across Authority teams and its partners,

- sharpened agility and pace in decision-making,

- heightened sense of community with an increase in volunteering activity, being recognised through the Elected Mayor's 'Spirit of North Tyneside',

- a reduction in crime and anti-social behaviour, and

- produced a cleaner environment.

A full list of lessons learned, and best practice identified throughout the Programme by workstream leads, can be found in Annex D. This has and will continue to shape the delivery of Authority services, for its residents and with its partners.
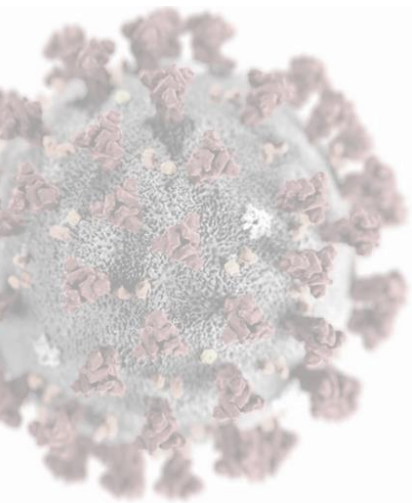
6. Programme Products

A comprehensive list of Programme products can be found in Annex C.

The key products and tools are detailed below.

- **The key decision log** provided a chronological record of all key decisions that were made by RCG with supporting files containing the decision-making information, reports, and key decision request forms.

- **The key decision request form** was used to ensure services requesting RCG approval for a decision were providing the correct supporting evidence.

- **The action log** documented key actions from RCG meetings that would be reviewed and updated at the beginning of each meeting.

- **Grant claim forms** were created to track and evidence spending of Covid-19 related grant monies the Authority had received.

- A **workstream review template** was developed at the end of phase 1 as part of the Programme end of phase review process. The template supported the review the progress for each workstream, documenting progress on milestones and assessing their readiness to proceed to the next phase. The template was reviewed and amended for use as part of the phase 2 and phase 3 review processes.

- The **Programme plan** specified the milestones for each workstream. The plan was used by the Programme support team to monitor workstream progress of these milestones and record monthly updates from workstream leads.

- A **Programme hub** has been created and launched on the Authority's workforce training and development platform, Learning Pool. This collates all documentation from the Programme for use in future programmes and projects.
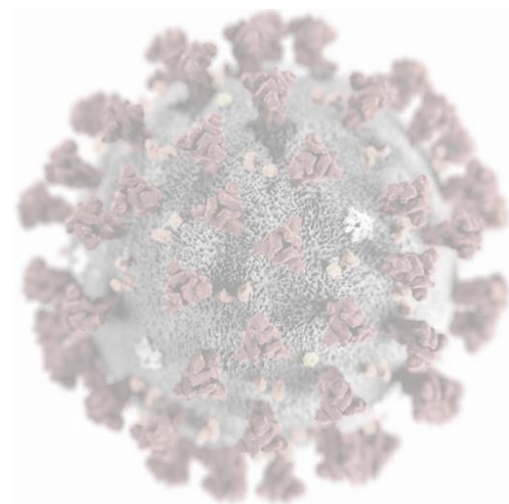
7. Risk Management

The Covid-19 strategic and workstream risks have been reported to and reviewed by RCG on a monthly basis throughout the Programme. The risk log for the duration of the Programme, has been maintained by the Authority's Risk Manager with the log held centrally by the Authority's risk management team.

During the third and final phase of the Programme, there were 38 workstream risks open - 14 rated as high, 10 medium and 14 low. Most were linked to the final step in the Government's roadmap and as part of the Programme closure process, have been subsequently reviewed and closed.

There are 14 risks that remain open all of which will be transferred to relevant service areas for management as part of business as usual. The risks will be managed, in conjunction with the Authority's risk management team and as part of the Authority's risk management framework.

A full list of the remaining risks and post Programme responsibilities, can be found in Annex H.
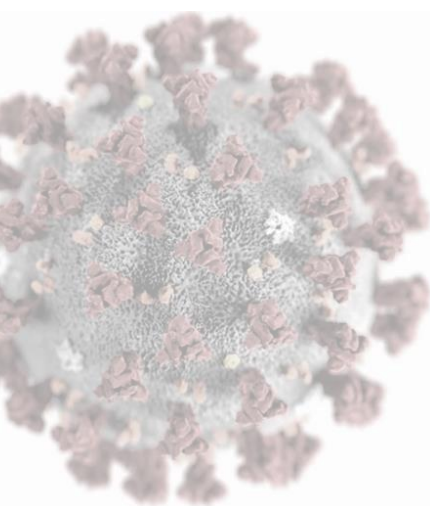
8. Finance

The Authority has played a key role in supporting businesses, residents, care homes and schools with financial support and additional Covid-19 related services throughout the Pandemic with over £107m of grants being managed. The Authority has also suffered financial impacts due to loss of income because of closures and restrictions on facilities it operates and additional costs resulting from Covid-19 in relation to its 'business as usual' activities.

Grants received have been categorised into the following 5 areas:

1. Support to council services

The Authority's services have been heavily impacted by the Covid-19 pandemic. These services were supported in 2020/21 by just under £16m of Local Authority Support Grant and just under £6m of compensation for losses incurred against income due from sales, fees, and charges. Services such as catering (including school meals), sport & leisure and adults social care were the most impacted. The tables in Annex G show how the grant received has been used to support services across the Authority.

2. Support to residents

The Authority was awarded just under £12m to support its residents during the pandemic. This ranged from ensuring our most vulnerable were protected, individuals that needed to self-isolate still had access to the services they required and ensuring residents could visit our coastline and other attractions safely, when guidelines allowed, through the employment of North Tyneside Marshals and other such safety measures.

The Authority was awarded just under £6m for Contain Outbreak Management, with funding being provided in instalments over the last half of the financial year. £5m of this grant has been carried forward into 2021/22 and the Authority's Recovery Coordinating Group, in conjunction with the Senior Leadership Team have plans in place to spend the remaining balance in 2021/22, to ensure the containment of any outbreaks as we continue to see an easing of restrictions.

> *"We were able to meet the needs of people facing financial hardship due to the pandemic, via a number of grants, in the form of payments, vouchers, food parcels and help with utility bills."*
>
> Andrea Robson
> Gateway Team

3. Support to businesses

The Authority has managed over £66m of grant funding aimed at supporting businesses across the Borough. During 2020/21, £55m of grant funding was awarded and paid out to over 5,500 businesses within North Tyneside. A further £11m is expected to be paid to businesses in 2021/22.

> *"I just wanted to express our most sincere thanks. The restart grant will make a huge difference and help us to continue to give the young people of North Tyneside good quality experiences. I know you all work so hard to provide these grants and I wanted you to know that it is much appreciated"*

Craig Wakeman
Wallsend Sea Cadets

4. Support to care homes

The Authority was awarded over £5m to support the care homes within the Borough. The majority of this funding was passed over directly to the care homes. The remaining funding has been used to support the Authority's adult social care services for infection control and testing activities.

5. Support to schools

Over £2m of grant funding was passed over to our maintained schools during 2020/21. This funding helped secure equipment necessary for children to continue to learn from home when schools were closed and supported schools to be able to offer a Covid-safe environment when government guidance allowed children to return to school.

The Authority has received a range of grants from Government to fund this additional activity and the financial impact on the Authority's normal services. Annex G outlines the grants received, spend in year and the outcomes related to each grant.
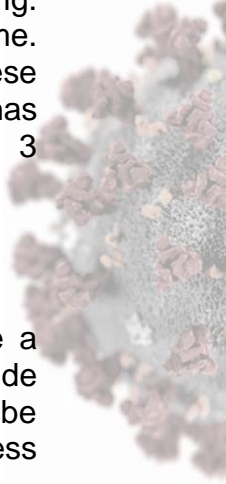
9. Post Programme Arrangements

9.1 Programme workstreams

All Programme workstreams have now closed, with no outstanding milestones remaining. There were 6 remaining workstreams open in the final week of phase 3 of the Programme. A progress review on the delivery of the phase 3 milestones for each of these workstreams has been carried out as part of the Programme closure process. It has concluded that all open workstreams have delivered all milestones. The phase 3 workstream progress reviews can be seen in Annex F.

9.2 Communications

A representative from the communication and marketing team will continue to be a member of the North Tyneside Outbreak Control Board. They will also continue to provide key links with regional recovery activity. Any pertinent and relevant information will be disseminated by standard organisational internal communication, social media, and press releases.

9.3 Government guidance

The Programme support team will continue to monitor all Government bulletins and information received and will continue to record and distribute key details as required. This process will remain in place until the end of October 2021.

9.4 Lead Member Briefing (LMB) and RCG dashboard

The final weekly report from RCG to Lead Members was carried out on 23 August and the final written Lead Member briefing, was circulated on Friday 30 July 2021. To ensure the Elected Mayor and Lead Members are able to continue to successfully lead the impact from the pandemic in the Borough:

- the dashboard of key performance indicators, developed by RCG, will continue to be shared with the Elected Mayor and Lead Members weekly, and

- a senior representative from the Outbreak Control Board, will attend LMB monthly, to report the latest information.

9.5 Reporting to leadership forum

Programme reporting to the Leadership Forum will conclude in September 2021, with a summary presentation and sharing of a celebration and achievement video for our teams.

9.6 Commemoration and celebration

The RCG subgroup, established to oversee the work of both commemorating and celebrating the impact from and response to the pandemic, will continue to operate until

at least December 2021. The Chairs of the Group will report directly to SLT, with relevant updates to the Elected Mayor, Lead Members and where needed, Cabinet.

9.7 Safe, happy, and healthy workplaces

The priorities and work of the 2 subgroups focused on Covid-secure workplaces and venues and the wellbeing and support of our teams, have been combined, as part of the Programme closure process. The Group will continue its work, post closure of the Programme, until at least December 2021. The membership and priorities of the Group have been refreshed. The Group will ensure;

- Government guidance issued on 14 July, in relation to working safely, is implemented appropriately and in line with Government guidance for a phased approach during the Summer, ready for September 2021,

- Living with a respiratory illness, including Covid, will be considered as a workplace risk, and appropriate support and actions will be developed to ensure we support all of our teams and customers, and

- Space and ventilation considerations for our teams in workplaces, will be built upon the work we began just before the pandemic, in response to the Health and Wellbeing Survey where office-based staff were really clear about personal workspace and access to their own desk.

The Chairs of the Group will report directly to SLT with relevant updates to the Elected Mayor, Lead Members and Elected Members and Trades Union representatives.

9.8 Outbreak control

Local Outbreak Control arrangements will remain in place to respond to the ongoing management of outbreaks. This includes delivery of the LOMP.

9.9 Business continuity

During the final phase of the Programme, it was necessary for RCG to consider pressures brought about by the number of people in our teams required to self-isolate and the impact this had on the delivery of council services. Service areas business continuity plans were reassessed and continue to be managed.

9.10 Step 4 delivery plans

RCG tracked the council's response to the Government roadmap to recovery using a roadmap action plan, detailing individual service areas responses for each roadmap step. Population of this action plan concluded with the Programme and contains 'point in time' reporting reflective of service area plans as of 31 July 2021. Service area plans will be monitored by the relevant service area senior manager.

9.11 Contain grant funding

The allocation of any remaining Contain funding will be overseen by David Dunford as finance officer responsible for Contain and as a previous RCG member with continued ratification by the Director of Resources.

9.12 Building a better North Tyneside

We know that we must all continue to live alongside the virus. The successful completion of the Covid-19 Recovery Programme signals an end to our emergency response and a return to a business-as-usual state, with a focus on building a better North Tyneside – creating the conditions for a Borough that continues to thrive.

There is a refresh of the Our North Tyneside Plan underway and this will reflect the ongoing priorities for North Tyneside from the pandemic. Linked to that, is the work already started to understand the impact of the pandemic on socio-economic inequalities. We'll be doing more on this over the summer by speaking to residents, Members and partners and it will be used to refresh the Joint Health and Wellbeing Strategy with the North Tyneside Health and Wellbeing Board.

10. Closure

The Programme was created to provide a phased approach to recovery over 3 clear phases, with delivery of all Programme strategic objectives by the end of July 2021.

10.1 Programme workstream milestones

As outlined in the methodology section of this report, a review was undertaken at the end of each phase to assess workstream progress and determine a confidence assessment for progression to the next phase. At the end of phase 1 and phase 2, the Programme was allocated a green / amber assessment as the majority of workstream milestones had been delivered. By the end of phase 3 and on conclusion of the Programme, all remaining phase 3 workstream milestones had been achieved and closed off as complete, with no outstanding actions remaining.

10.2 Programme objectives

Evidence to support successful delivery of the Programme objectives is outlined in section 4 of the report and provides a summary of the work delivered by the Programme workstreams. These key Programme achievements are also captured visually by the Recovery Programme celebration video.

10.3 Lessons learned

Over the course of the Programme our teams have had to do things differently, including adapting services and drawing on relationships with partner organisations. From these experiences, we've been able to identify learning, look to assess where services have been delivered differently, and now look to embed areas of best practice and help services redesign to enable us to build back better.

10.4 Risks

All open risks have been transferred to the relevant service area Director and will be managed in conjunction with the Authority's risk management team and as part of the Authority's risk management framework. A full list of the remaining risks and the services who will be responsible for them, can be seen in Annex H.

10.5 Finance

Since March 2020, the council has managed 27 grants, totalling £66m. With the help of these grants, the council has been able to provide support to our workforce, residents, businesses, care homes and schools.

10.6 Post programme

Post Programme activity has been identified in section 9.

10.7 Resources

The following provides a summary of the resources that will be released or retained following the completion of the Programme.

- The Programme support team will continue to support sub-groups established by RCG including the Commemoration and Celebration group. As outlined in the previous section, the Programme team will continue to notify relevant service leads and Directors of changes in Government guidance and legislation daily until the end of October 2021.

- The correspondence team will remain in post until January 2022 to provide continued support on Covid-19 related enquiries and pre complaints.

- Over the team's operation, there has been considerable positive feedback about the unique offer the team has provided to residents and customers. To build on this, a formal review will be undertaken to evaluate the benefits of the team and its approach and look at how this informs the Authority's Customer Service Programme.

- The Local Support System was stood down in June 2021 in line with the Government's advice to end shielding for the clinically extremely vulnerable. All seconded staff were returned to their substantive posts.

- Additional IT equipment within schools will continue to be maintained, so pupils can learn remotely if required to self-isolate.

- To enable key Council and committee meetings to be held in person, in a safe way, a new PA system was acquired for use at the Parks Sports Centre. This equipment will be retained and can be transported to other buildings for use during large meetings.

- Physical safety measures in workplaces and venues will be retained in accordance with Government guidance and individual building risk assessments.
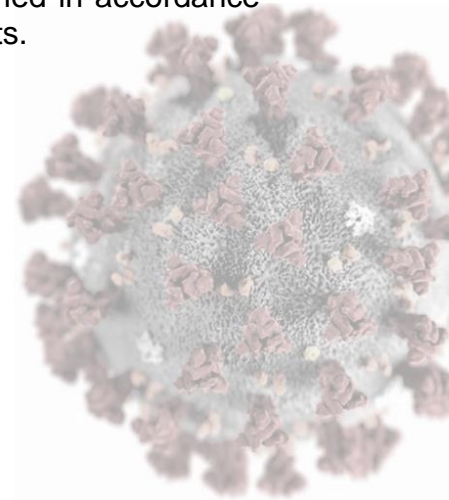
Annex A – Programme Reporting and Documentation

Programme:	North Tyneside Council Covid-19 Recovery Framework
Date:	31 July 2021
Version Number:	0.04
Senior Responsible Owner (SRO):	Haley Hudson Customer Service and Digital Strategy Manager Colin MacDonald Senior Manager of Technical & Regulatory Services
Review Team Leader:	Carol Girvan Programme Manager
Review Team Members:	Melissa Nilson Programme Coordinator Stacey Watts Programme Coordinator
Date Agreed by RCG:	5 August 2021
Date Agreed by SLT:	11 August 2021
Date Agreed by Lead Members:	23 August 2021
Final Report Distribution:	1 September 2021
Previous Review:	End of phase 1 assurance review End of phase 2 assurance review
Current Review:	End of Programme assurance review

Annex B – Programme Objectives

Below provides an overview of workstreams and their associated objectives:

Workstream	Objective
Adult Social Care	Evaluating the impact on people and care homes and protecting the most vulnerable residents from infection.
Children's Services	Evaluating the impact on children, young people, and families; re-stating service delivery.
Schools and Childcare	Working with schools and early years providers to delivery phased reopening plans; develop the Education Strategy for the borough.
Shielding the Vulnerable	Continue to operate the local support arrangements.
Community and Voluntary Sector	Working across the sector to build back better, developing new opportunities including an increase in volunteers and use of technology.
Public Confidence	Working through the Safer North Tyneside Partnership (SNT) to reshape its annual work plan for 2020/21.
Covid-secure Workplace and Public Buildings	Providing Covid-secure Authority workplaces and all public buildings.
Culture, Sport and Leisure	Considering the reinstatement of all services and facilities in a Covid-secure way.
Inclusive Economy Strategy	Ensuring everyone shares the benefits of growth during the recovery.
Business Support	Supporting local businesses to recover and grow.
Transport	Supporting the work to restart businesses and to enable town centres and open spaces to be Covid-secure.
Supply Chain	Ensuring that the Authority's supply chain can recover and grow.
Environment and Skills	Restarting services to support people to be able to access opportunities and develop skills.
Town Centres	Ensuring a coordinated recovery for town centres.
Political Recovery and Democratic Oversight	Enabling full Member engagement and meetings at all levels; ensuring readiness for future electoral events held under Covid-19 restrictions.

HR and Organisational Development	Ensuring the Authority team continue to be safe, paid, healthy, happy, and capable.
Digital Connectivity	Ensuring that the Authority's digital infrastructure is sufficiently robust to support increased demand for online services.

Annex C – Products

Product & Description	Owner
Programme products	
Dashboard	RCG
Key decision log	RCG
Key decision request form	RCG
Covid-19 grant claim form	RCG
Programme plan	RCG
Terms of Reference	RCG
Action log	RCG
Daily briefing log	RCG
Workstream highlight reports	RCG
End of Phase 1 review report	RCG
End of Phase 2 review report	RCG
End of Programme assessment report	RCG
Workstream products	
Phase 1	
Standard operating procedures, risk assessments and assurance tool for care homes and day service providers	Adult Social Care
Visual guidance for care homes and day service providers	Adult Social Care
Investigation around reasons why North Tyneside did not see a drop in demand during lock down as experience by other authorities	Children's Services
Family Time guidance	Children's Services
Staff / Manager guidance on visits.	Children's Services
Investigation around why other lock authorities have seen a significant increase in the children coming into care, while NTC have not.	Children's Services

Guidance documents around planning for pupils transitioning to other schools	Schools and Childcare
Support documents were compiled around delivery of a curriculum in a remote way	Schools and Childcare
Guidance and resource packs were rolled out to all schools providing advice on supporting children with mental health issues.	Schools and Childcare
Extensive and comprehensive record keeping and the completion of 'contact 1' and 'contact 2' forms, each individually registered, has produced a comprehensive array of information	Shielding the Vulnerable
Development sessions including community buildings / risk assessments and Covid-secure working practice, working with the Community and Voluntary Sector, all videoed and available to watch on VODA's website	Community and Voluntary Sector
Application process for the hardship fund	Welfare and Benefit Support
Scheme in place for Food & Essential Supplies Grant	Welfare and Benefit Support
New initiatives with Foodbank	Welfare and Benefit Support
Revised annual work plan for the Safer North Tyneside Partnership	Public Confidence
Building Risk Assessments	Covid-secure Workplace and Public Buildings.
Building Occupancy Plans	Covid-secure Workplace and Public Buildings.
Corporate workplace signage	Covid-secure Workplace and Public Buildings.
NTC Recovery standard	Covid-secure Workplace and Public Buildings.
NTC Minimum standard suite of documents	Covid-secure Workplace and Public Buildings.
Premises Checklist	Covid-secure Workplace and Public Buildings.

Installation of appropriate screens and hand sanitiser units	Covid-secure Workplace and Public Buildings.
Health and Safety audit of Covid-secure measures in each building	Covid-secure Workplace and Public Buildings.
New signage in key open spaces and town centres	Covid-secure Public Spaces
Amended delivery Programme for Housing and spend profile was submitted through IPB	Housing and Construction
Monitoring report on backlog of repairs, rent arrears, lettings, and homelessness	Housing and Construction
Staggered work time procedures	Highways
Increased welfare facilities	Highways
Separate field worker risk assessments. Capita have a pandemic planning group issuing guidance	Highways
'Good Friday' packs containing posters and guidance were hand delivered to every fish and chip shop in the Borough to provide advice and how to reopen safely and manage queues.	Regulatory Services
Information packs and letters were also delivered to a range of other businesses	Regulatory Services
Inclusive Economy Strategy	Inclusive Economy
Business Rates leaflets signposting support for businesses in arrears.	Business Support
A Covid-19 Business Support page was added to the council's website	Business Support
A Covid-19 Business Support page was added to the Business Forums website.	Business Support
Permanent traffic management equipment which will minimise the need to hire in the future	Transport
Pavement licensing scheme	Transport
Increased stock of PPE	Supply Chain
Review of Contract Standing Orders	Supply Chain
Additional suppliers for contingency arrangements	Supply Chain

The Back to Work service was established in July 2020.	Employment and Skills
The Digital Outreach Project established in August 2020.	Employment and Skills
Internal guidance documents produced for staff	Employment and Skills
A thorough risk assessment process to look at premises, tasks, and individuals.	Employment and Skills
Internal guidance documents produced around 'Guidance to Building and Desk Management' for return to staff at their office base at Norham High School.	Employment and Skills
Revised Medium Term Plan	Finance
Methodology for review of income cost pressures	Finance
Several progress reports for IT Board which incorporated IT response time during recovery	Digital Connectivity
Bespoke reports of a regular basis to the recover leads of SLT	Digital Connectivity
Skills Exchange – a skills survey of over 1000 staff were compiled, and a matching system developed with the performance team redeployed over 250 staff.	HR and Organisational Development
Review and review of a large portfolio of procedure and guidance documentation	HR and Organisational Development
Learning Pool support pages on wellbeing, remote working and 'Care workers Emergency Induction for new starters and redeployees.	HR and Organisational Development
Online training packages for those previously delivered face to face	HR and Organisational Development
Mental Health and Wellbeing plan	HR and Organisational Development
Pulse Survey	HR and Organisational Development
Generic HR advice inbox.	HR and Organisational Development
Phase 2	
Webinars with Public Health	Adult Social Care

Regular comms with care homes	Adult Social Care
Regular support to care homes	Adult Social Care
Monitoring data on service demand	Children's Services
Service risk assessments	Children's Services
Operational checklists	Schools and Childcare
Outbreak control action plan	Schools and Childcare
Resources to support remote learning.	Schools and Childcare
New area on school improvement website.	Schools and Childcare
Navigating North Tyneside with COVID-19	Shielding the Vulnerable
'Form 3' to capture data.	Shielding the Vulnerable
Mobilisation plan	Shielding the Vulnerable
Short video clips on key public health messages	Shielding the Vulnerable
Navigating North Tyneside in Self-Isolation booklet	Shielding the Vulnerable
Living Well in North Tyneside booklet	Shielding the Vulnerable
Spirit of North Tyneside video clips showcasing the range of activity undertaken by VCS organisations during the pandemic.	Shielding the Vulnerable
Comms plan	Public Confidence
Report from the State of the Area event 2020/21	Public Confidence
Delivery of Safer North Tyneside Partnership work plan commitments	Public Confidence
Building Capacity Plan final sign off proforma	Covid-secure Public Buildings and Workplaces
Proforma for amendments to the Building Capacity Plans	Covid-secure Public Buildings and Workplaces
Review of workplace signage	Covid-secure Public Buildings and Workplaces
Review of NTC Recovery standard	Covid-secure Public Buildings and Workplaces
COVID-19 assurance inspections and re-inspections	Covid-secure Public Buildings and Workplaces

Establishment of local vaccination centres	Covid-secure Public Buildings and Workplaces
Establishment of Community Rapid Testing Centre	Covid-secure Public Buildings and Workplaces
Online booking system expanded for additional leisure services.	Culture, Sport and Leisure
Inclusive Economy Strategy	Inclusive Economy Strategy
Webinars	Business Support
Business Recovery Programme	Business Support
Retail and digital incubators	Business Support
Road reallocation scheme plans	Transport
Consultation plan (PlaceChangers tool)	Transport
Scheme estimates	Transport
Updated webpages	Supply Chain
E-learning modules	Supply Chain
DPS contract and specification	Supply Chain
Guidance documents: 'Working Safely', 'Teaching Safely'	Employment and Skills
Adult Learning Contingency Plan	Employment and Skills
Draft Town Centre Recovery Plans	Town Centres
North Shields Masterplan	Town Centres
Public consultation on North Shields	Town Centres
Masterplan via PlaceChangers	Town Centres
Delivery of Masterplan and other projects identified in Our Ambition across the Borough.	Town Centres
Election plans	Political Recovery and Democratic Oversight
Health and Wellbeing plan	HR and Organisational Development

'Looking after yourself this winter' campaign	HR and Organisational Development
Pulse Survey (November and February)	HR and Organisational Development
'Every mind matters' campaign	HR and Organisational Development
SLT Future Working presentation	HR and Organisational Development
Updated guidance, procedures, and policies.	HR and Organisational Development
Updated policies.	Digital Connectivity
Additional kit which suits the current needs of the authority	Digital Connectivity
Collaborative approach to working online/from home	Digital Connectivity
Phase 3	
All buildings maintained Covid-secure status.	Covid-secure Workplaces and Public Buildings
Signage reviewed and refreshed.	Covid-secure Workplaces and Public Buildings
Health and Safety audits completed	Covid-secure Workplaces and Public Buildings.
Updated 'Teaching Safely' guidance	Employment and Skills
Updated 'Working Safely' guidance	Employment and Skills
Premises risk assessment	Employment and Skills
Task risk assessments	Employment and Skills
Navigating Life in North Tyneside v2	Shielding the Vulnerable

Annex D – Best Practice and Lessons Learned

Adult Social Care	
Phase 1	
Best Practice	Strong links with public health team and the service / commissioning team to support providers generally and with specific queries.
Lessons Learned	Staff undertook recovery work in addition to their usual day jobs and as such, the success of the work relied on good will.
Phase 2	
Best Practice	Joint working with the Trust and CCG has worked well to support on infection control, monitoring outbreaks and the vaccination Programme.
Lessons Learned	The team found that when all services are working towards a common goal during the pandemic, there has been less obstacles and quicker decision making which has enabled teams to work at pace.

Children's Services	
Phase 1	
Best Practice	Microsoft TEAMS is working well as a tool and staff feel supported and well supervised with clarity in direction and guidance.
Lessons Learned	There wasn't as many vulnerable children going back to school in June/July as expected. A review will be carried out to determine why this was the case.
Phase 2	
Best Practice	Conducting risk assessments for all family time offers. Monitoring service demand on a daily, weekly, and monthly basis. A member of the public health team attends SMT meeting.
Lessons Learned	Undertaking research into effective networks and hope to be able to publish this in April 2021.

Schools and Childcare	
Phase 1	
Best Practice	A cross departmental working group was established which drew together expertise from across council services and partner organisations and provided a single support offer for schools. Steering/reference groups were established for head teachers providing weekly meetings and a collaborate approach across primary, secondary, and special school settings. Webinars sessions for head teachers provided open access to service specialists providing advice and responding to questions around safeguarding and HR.
Lessons Learned	Sign off the Education Strategy is dependent upon engagement with school and therefore, capacity within schools to properly evaluate the document.

Phase 2	
Best Practice	The work to support remote learning demonstrated collaboration between Newcastle University Research team, Regional HMI colleagues and North Tyneside schools.
Lessons Learned	After the initial lockdown, there was a rise in behavioural incidents in both primary and secondary, but with a greater rise seen in secondary. This is putting pressure on support and pastoral services, which fall outside of 'bubbles'.

Health and Wellbeing

Phase 1	
Best Practice	Workstream leads have praised the Public Health team for their continued advice, support, and guidance.
Lessons Learned	There appears to be a lack of clarity from other workstreams in how to apply a consistent public health approach to COVID-19-19 based on national guidance. All workstreams will incorporate a key objective linked to Public Health in their workstream plans.

Shielding the Vulnerable

Phase 1	
Best Practice	Drawing on the good relationship with VODA allowed for the fast formation of the supply hubs and implementation of the good neighbour scheme allowing the delivery of a level of service not offered by other local authorities. Moving VODA into Quadrant from the outset allowed for more intense learning and information sharing to an extent that would have not possible via Teams. The use of 81 members of redeployed Council staff over the life span of the LSS allowed teams to be established quickly and without additional staffing costs. Cross departmental work with the Income Management Team allowed for the introduction of a petty cash dispensing system necessary to overcome issues around volunteers undertaking shopping. The establishment of peer groups provided support to redeployees conducting calls and working from home. The peer groups facilitated information sharing within silos and within peer groups and allowed best practice to be shared across local support hubs.
Lessons Learned	The involvement and use of other third sector partners such as the Food Bank could have been used earlier, more effectively in areas such as the provision of food boxes.
Phase 2	
Best Practice	The mobilisation plan allowed the LSS to be stood back up quickly in the event of a change in government guidance. Providing a guidance booklet that is easily accessible by residents signposting key support services.

	Partnership working with local organisations.
Lessons Learned	Providing training to redeployed staff is time consuming. Depending on the time frame of increased demand, the benefits may not always be worth the time taken.
Phase 3	
Best Practice	Support vaccine uptake in the Borough. Working collaboratively with internal and external support services Cash payments which has been given as a case study to MHCLG
Lessons Learned	The importance of taking time to help with the readjustment post shielding.
Community and Voluntary Sector	
Phase 1	
Best Practice	The CVS working group was brought together from existing relationships and got the best people around the table to develop the action plans.
Lessons Learned	An action plan has been established to respond to the overwhelming number of new volunteers who have offered their help during the COVID-19 recovery phase.
Phase 2	
Best Practice	The production and distribution of information booklets for North Tyneside residents. VODA undertook a recruitment exercise to hire a BAME specialist. Establishment of and work carried out by the Community Health Champions.
Lessons Learned	Resources reenforcing key public messages that volunteers can access is beneficial. Partnership working with VODA and other local organisations.
Welfare and Benefit Support	
Phase 1	
Best Practice	The strong existing relationships with external partners such as the Foodbank, DWP, Citizen's Advice etc were central to successfully delivering all the milestones in such a timely and effective way.
Lessons Learned	Due to the sensitivity around debt recovery during a pandemic, it was agreed to take a softer approach, taking into consideration the end of the furlough scheme. This is an ongoing piece of work which will be monitored through the Mayor's Task Group.
Public Confidence	
Phase 1	
Best Practice	The Mayor and Cabinet provided clear direction in the Covid-19-19 Recovery Framework for the Borough approved by Cabinet on 29 June 2020.

	Members of the SNT partnership understand the strategic priorities set by the Recovery Framework. This has been used as the basis for reshaping the annual work plan in order to deliver the priorities set within the community safety strategy in an environment where we will be living with coronavirus for some time to come.
Lessons Learned	The organisations forming the SNT partnership were still in the early stages of recovery from the pandemic themselves and this provided a clear challenge in concluding the workplan. Nevertheless, this was completed in a timely manner.
Phase 2	
Best Practice	
Lessons Learned	
Covid-secure Workplace and Public Buildings	
Phase 1	
Best Practice	Grouping buildings into service areas and having one person oversee the work provided a consistent and cohesive approach. The Our Place workstreams held a weekly subgroup to discuss progress and ensured continual sharing of information.
Lessons Learned	Communication with other workstreams could have been stronger to allow quicker decision making.
Phase 2	
Best Practice	Introducing a proforma for amendments to the Building Capacity Plans. Regular interaction as required with Building Managers and Senior Service Managers. Collaboration with colleagues from other NTC service and from CAPITA partnership.
Lessons Learned	Needed a flexible approach as resources were required to support the establishment of both the vaccination centres and rapid testing centre within a very short timescale. This work required a whole team approach to ensure facilities were operational, in line with national and local guidance.
Phase 3	
Best Practice	Working collaboratively with colleagues in the Future Ways of Working group to ensure a blended approach that combines both places and people. Regular interaction with relevant building managers and senior service managers. Joined up approach with Health and Safety colleagues.
Lessons Learned	Sharing of information

	Communication Being supported by 'specialist' colleagues i.e., public health.

Culture, Sport and Leisure

Phase 1

Best Practice	The majority of the 250 staff that formed the redeployment group were from the sport, culture, and leisure teams. The staff adapted incredibly well and were retrained and deployed to support front line and local support services. The skills and experience of these frontline, customer facing staff aligned well to the requirements of the redeployment Programme. The use of a detailed overarching plan with sub workstreams oversaw the successful and consistent approach to the reopening of customer first centres, events, and tourism.
Lessons Learned	There was a feeling amongst staff in the service area, that communication focused on Quadrant staff and the reopening of back office buildings.

Phase 2

Best Practice	Working collaboratively with colleagues from other services including HR and Town Centres Recovery. Reacting quickly to emerging and changing Government legislation and guidance. Supported essential services, testing sites and the vaccine Programme.
Lessons Learned	Online exercise classes worked well. Online booking system for leisure services. Click and collect service in CFC's and branch libraries has been well received by customers.

Phase 3

Best Practice	
Lessons Learned	

Environmental Operations

Phase 1

Best Practice	The ability to access the redeployment pool (Skills Exchange) helped prop up the Waste Collection and Bereavement Services office team in the first instance.
Lessons Learned	A more flexible approach to working arrangements moving forward will allow for a fundamental review of how services are delivered. An example needing to be explored is the reduction in the number of business mileage claims.

	In view of the need for most teams within the workstream to continue to operate from the outset, it was felt that guidance from government and the organisation was provided retrospectively in relation to those teams who continued to operate throughout the lockdown.
	The later reopening of other service areas was perceived by those services who had operated throughout the lockdown, to have been given greater consideration and importance. Consideration should be given to how this could be managed differently, should the organisation be in a similar situation in the future.

Covid-secure Public Spaces

Phase 1

Best Practice	The workstream utilised volunteer redeployees from the HR Skills Exchange to retrain as beach wardens before the employment of a full complement of seasonal staff.
	The workstream partnership approach involving representation from the Police, Coast Guard, Public Protection, Community Protection Team and Communication Team provided a well-rounded perspective and approach to the reopening of each site.
Lessons Learned	The Police had indicated a wish to be involved and consulted in other workstream areas and at higher strategic level.

Housing and Construction

Phase 1

Best Practice	Our ability to work with Government Guidelines, turn these into safe operating procedures and consult with Trade Union colleagues and our frontline trade colleagues to get works stood back up when it was safe to do so. The effort and planning required to do this across a very large service area should not be underestimated.
	As a Workstream, there was a work plan created that provided visible ownership and accountability to individuals/teams. This allowed the group to carry out a regular joint review of progress across multiple areas of work.
Lessons Learned	A review of paper-based processes has been carried out with plans in place to process tenancy transfer inspections, store modernisation and timesheet submission electronically. In order to reduce the number of operatives within the depot, anew process has been implemented to allow materials to be delivered direct to site.

Highways

Phase 1

Best Practice	The Network Management service continued to operate throughout with the successful transition from office to home working.
Lessons Learned	Working across workstreams can be difficult as there is a lack of clarity on who should be taking the lead.

Regulatory Services

Phase 1	
Best Practice	The team were very quick to react and set up the enforcement hub delivered by the Trading Standards team.
Lessons Learned	The Regulatory Services teams adapted well to working from home and KPIs have remained on target.

Inclusive Economy Strategy

Phase 1	
Best Practice	The members of the workstream have all worked very well together and strong relationships have been formed with colleagues across the Council.
Lessons Learned	As the workstream requires input from a number of other workstreams, SMART milestones have been defined for Phase 2 to enable the team to provide clear progress updates.

Phase 2	
Best Practice	
Lessons Learned	

Business Support

Phase 1	
Best Practice	The teams existing strong relationships with strategic partners was vital in sharing important information and advice across the Borough's businesses.
Lessons Learned	The team noted that sharing communication externally through the Business Forum further boosted the community spirit amongst the Forum's members.

Phase 2	
Best Practice	The webinars the team have developed have been successful. The team will continue to provide webinars for businesses.
Lessons Learned	The Business Recovery Programme has been well received. Working together with NoTCA a joint Programme will be delivered in 2021/22.

Phase 3	
Best Practice	Twice weekly home testing for learners Consulting with managers, staff, unions and building mangers to complete risk assessments. Reviewing guidance in line with DfE, ESFA and DHSC guidance and advice.
Lessons Learned	

Transport

Phase 1	
Best Practice	Work is being carried out with Nexus to advocate and implement alternative travel arrangements to manage the likely increase in car-based school trips which the schools return in September.

Lessons Learned	When implementing the coastal and town centre traffic management schemes there was a considerable challenge in terms of engagement with residents (non-statutory consultees). The schemes were introduced at pace which meant limited opportunity for consultation with residents increasing opposition to some of the schemes.
Phase 2	
Best Practice	Inter-departmental design work.
Lessons Learned	Consultation will be prior to the commencement of the schemes.
Supply Chain	
Phase 1	
Best Practice	A good relationship with the Business Support Team has been established and this will be maintained going forward.

The review of contract standing orders went well and as such, the service has implemented a plan to continually review on a 12-18 month basis.

The use of a new system has allowed information to be accessed much more readily and has been a vital tool in analysis. Previously, BMS and spreadsheets were used, and the new system has streamlined the process. |
| Lessons Learned | Having a centralised approach of going through Procurement to obtain PPE has worked well. It has provided a clear understanding of the needs of the Local Authority, certainly that provisions are enough for all service areas and a consistent approach in the standards of PPE. |
| *Phase 2* | |
| Best Practice | Working collaboratively with other teams.

A consistent approach to procurement. |
Lessons Learned	Business engagement has worked well and will be incorporated into future working practices.
Employment and Skills	
Phase 1	
Best Practice	The North of Tyne funded Back to Work Service provided essential support to businesses to safeguard jobs and provided early intervention between the team and those made unemployed.
Lessons Learned	Move to online learning has provided an alternative arrangement for apprentice support, currently delivered via online learning and there is a possibility to further explore this possibility post Covid-19.
Phase 2	
Best Practice	Regularly reviewed Government guidance and reacted swiftly where appropriate.
Lessons Learned	Blended approach to adult learning moving forward.
Phase 3	

Best Practice	
Lessons Learned	

Town Centres

Phase 1

Best Practice	Within a matter of days of introducing changes to the centre road network, Council Officers were on site listening to the feedback from residents and businesses and changes were promptly made reflecting the feedback. The Public Health team were consulted on the Town Centre Recovery Plan and were able to link the plan with the Council's existing Local Outbreak Plan.
Lessons Learned	Despite the urgency to make physical changes to the town centre road network, the team felt it would have been useful to carry out a short consultation with residents and businesses first to understand their views and concerns. The team have observed some businesses that have flourished due to their ability to provide outside seating and in response, the team are working on pavement licences to allow other businesses to temporarily provide an outdoor seating area for their customers. The introduction of pavement licences is dependent on the continuation of the highway's road network schemes. It has been noted that more people are visiting and shopping locally, rat5her than travelling into the city centre. The team is hopeful this will continue and that own centre businesses will not only survive but thrive.

Phase 2

Best Practice	The Town Centre Task Group is working well, receiving positive feedback from Chambers and the Business Forum.
Lessons Learned	There has been challenges around preparing the town centre recovery plans at a time when the town centres are in lockdown.

Phase 3

Best Practice	
Lessons Learned	

Political Recovery and Democratic Oversight

Phase 1

Best Practice	Technology was used to ensure all statutory Council meetings were delivered from the outset. Members adapted to using new technology very quickly receiving good support from IT. A live streaming tool was used to enable members of the public to view Cabinet and Committee meetings from home.

Lessons Learned	It was noted that there would be a wide range of benefits, particularly environmental, if meetings were to permanently be held virtually.
Phase 2	
Best Practice	
Lessons Learned	Standing up the SLT Election Planning Group earlier would have been beneficial.
Finance	
Phase 1	
Best Practice	In the early stages of Phase 1 the impact of Covid-19-19 on service delivery was unknown, and it was challenging to estimate the impact with accuracy. Finance officers utilised their own knowledge of the services they support to be able to produce estimates of the impact of Covid-19-19.
Lessons Learned	The added complexity of the impact of Covid-19-19 has in some cases made it more challenging when completing government returns and internal reporting requirements. Staff have adjusted well to a new way of working. However, there have been disadvantages of not being able to meet with service officers face to face and to be able to refine the methodology and estimates for the impact for individual services. The pace of changes to reporting requirements has been unprecedented and finance have worked flexibly to be able to meet those challenges.
HR and Organisational Development	
Phase 1	
Best Practice	The Human Resources and Organisational Development Recovery Action Group was formed incorporating representation from Trade Unions., Adult Social Care, Children's Services and Leisure and Tourism to provide a coproduction approach to the objectives of the group. The Skills Exchange has managed the redeployment of 250 people at the peak of the pandemic.
Lessons Learned	Having a collaborative approach with other services, particularly as part of the membership of the Human Resources and Organisational Development Recovery Action Group has meant wider involvement and ensure service specific considerations have been considered with higher quality products as a result.
Phase 2	
Best Practice	Working closely with other LA's, regularly collecting best practice examples across the region and other organisations.
Lessons Learned	Working well with other services across the organisation.
Digital Connectivity	

Phase 1	
Best Practice	While the helpdesk team coped very well in dealing with the increasing in calls, other IT colleagues stepped in to help answer the phones to manage the demand. The team reviewed their business continuity plan at the start of lockdown, which helped them in proactively finding solutions to problems that might arise over the coming months. Daily meetings with all IT managers were arranged to update each other on any issues arising. Due to the success of these meetings, they will continue as a tool for sharing knowledge.
Lessons Learned	Due to a power outage caused by Virgin Media on the 30-31 July, the Council had limited access to almost all systems. The team are now finding solutions to prevent this from happening again and ensuring back up services are fit for purpose. The IT procurement team are in the process of costing up solutions, with the intention to begin implementing these solutions form December 2020.
Phase 2	
Best Practice	Partnership working between Engie and NTC. Provision of online collaboration (TEAMS).
Lessons Learned	Following a customer testing positive for COVID-19, the process of greeting customers was changed.

Annex E – List of Interviewees

The following stakeholders were interviewed during the end of Programme review:

Name	Organisation and role
Workstream leads: Felicity Shoesmith Iain Betham Steve Bishop, Paul Youlden Mark Barrett Sean Collier John Sparkes	**North Tyneside Council** Community and Voluntary Sector; Shielding the Vulnerable Covid-secure public buildings and workplaces Culture, Sport and Leisure Employment and Skills Business Support Town Centres
Vicky Soulsby	Risk Management, North Tyneside Council
David Dunford	Programme Finance, North Tyneside Council
RCG members	North Tyneside Council
North Tyneside staff	Via Pulse Surveys
North Tyneside Elected Members	Member Survey in Phase 1 and 2
Trade Union representatives	Unison, GMB, Unite
Service Leads: Vicki Nixon Pam Colby Bryn Roberts James Moore Mike Truran Mick Nicholson Sarah Heslop Suzanne Duncan David Dunford Iain Betham Paul Youlden Steve Bishop	**North Tyneside Council** Participation and Advocacy, North Tyneside Council Policy, Performance and Research, North Tyneside Council Law and Governance, North Tyneside Council Communications and Marketing, North Tyneside Council I.T, Engie Customer Services, Engie Procurement, North Tyneside Council HR and Organisational Development, North Tyneside Council Finance, North Tyneside Council Strategic Investment and Property, North Tyneside Council Sport and Leisure, North Tyneside Council Cultural Services, North Tyneside Council

Annex F – Evidence Log

The following documents were used to compile this report, determine overall delivery of the Programme and the end of Programme recommendations.

Document	Description and Location
Workstream scoping documents	https://teams.microsoft.com/Workstream%2520Reviews
Workstream review reports	https://teams.microsoft.com/Workstream%2520Reviews
Workstream and strategic risk register	https://teams.microsoft.com/Workstream and Strategic Risk Highlight report https://teams.microsoft.com/Workstream Risks July2021
Dashboards	https://teams.microsoft.com/Dashboard
Pulse survey results	https://teams.microsoft.com/November Pulse Survey
Member surveys	https://teams.microsoft.com/Stakeholder%2520Engagement

Annex G – Financial Summary: Covid-19 Grants

Supporting our Businesses

Grant	Value Awarded 20/21 £m	Value Spent 01.04.20-31.03.21 £m	Value C/Fwd 31.03.21 £m	Value Spent/Committed 2021/22 £m
Business Support	34.481	34.481	0.000	0.000
Business Support Top-Up	9.153	5.846	3.307	3.307
Local Restrictions Support 'Closed'	13.663	9.003	4.660	4.660
Local Restrictions Support 'Open'	1.033	1.033	0.000	0.000
Additional Restrictions Grant	6.082	3.344	2.738	2.738
Christmas Support 'Wet-Pubs'	0.130	0.130	0.000	0.000
Capacity Fund	1.500	0.864	0.636	0.636
Travel Demand Management	0.030	0.030	0.000	0.000
Total	**66.072**	**54.731**	**11.341**	**11.341**

Supporting Our Residents

Grant	Value Awarded 20/21 £m	Value Spent 01.04.20-31.03.21 £m	Value C/Fwd 31.03.21 £m	Value Spent/Committed 2021/22 £m
Test & Trace Support Grant	1.140	0.358*	0.782	0.782
Hardship Fund	2.023	1.733	0.290	0.290
Emergency Assistance Grant	0.256	0.176	0.080	0.015
Contain Outbreak Management Fund	5.953	0.651	5.302	5.302

Grant	Value Awarded 20/21 £m	Value Spent 01.04.20-31.03.21 £m	Value C/Fwd 31.03.21 £m	Value Spent/Committed 2021/22 £m
Test & Trace Support Payments	0.902	0.464	0.438	0.438
Compliance & Enforcement	0.108	0.108	0.000	0.000
Clinically Extremely Vulnerable	0.470	0.167	0.303	0.018
Rough Sleepers Additional Grant	0.006	0.006	0.000	0.000
Winter Grant	0.832	0.832	0.000	0.000
Rapid Testing in the Community	0.121	0.121	0.000	0.000
Total	**11.811**	**4.616**	**7.195**	**6.845**

Supporting Our Care Homes

Grant	Value Awarded 20/21 £m	Value Spent 01.04.20-31.03.21 £m	Value C/Fwd 31.03.21 £m	Value Spent/Committed 2021/22 £m
Infection Control 1 & 2	4.412	4.412	0.000	0.000
Workforce Capacity Grant	0.516	0.516	0.000	0.000
Rapid Testing – Care Homes	0.543	0.543	0.000	0.000
Total	**5.471**	**5.471**	**0.000**	**0.000**

Supporting Our Schools

Grant	Value Awarded 20/21 £m	Value Spent 01.04.20-31.03.21 £m	Value C/Fwd 31.03.21 £m	Value Spent/Committed 2021/22 £m
Digital Inclusion	0.076	0.076	0.000	0.000
Schools Catch-up Premium	1.232	1.232	0.000	0.000
Mental Health in Schools	0.027	0.027	0.000	0.000
Additional Home to School Transport	0.383	0.383	0.000	0.000
Mass Testing for Schools	0.233	0.000	0.233	0.233
Schools Fund 1 & 2	0.313	0.313	0.000	0.000
Total	**2.264**	**2.031**	**0.233**	**0.233**

Supporting Our Council Services

Service Area/Category	Main Grant £m	Sales, Fees & Charges £m	Other Specific Covid Grant £m	Total Claimed £m
Commissioning & Asset Management				
Free School Meals	2.319	0.948	0.072	3.339
Volunteer Scheme	0.071	0.000	0.042	0.113
Redeployed Employees	0.000	0.000	0.015	0.015
Building Compliance	0.101	0.000	0.023	0.124
Property/Asset Management	0.096	0.000	0.140	0.236
PPE	0.066	0.000	0.000	0.066
Cleaning	0.175	0.000	0.045	0.220
Catering	0.112	0.205	0.000	0.317

Service Area/Category	Main Grant £m	Sales, Fees & Charges £m	Other Specific Covid Grant £m	Total Claimed £m
Procurement	0.003	0.001	0.000	0.004
Absence from Schools	0.012	0.000	0.000	0.012
Car Parking – QE	0.025	0.072	0.000	0.097
Sub Total	**2.980**	**1.226**	**0.337**	**4.543**
Environment, Housing & Leisure				
Homelessness	0.060	0.000	0.064	0.124
Environmental Services	(0.226)	0.000	0.000	(0.226)
Waste Management	0.228	0.000	0.058	0.286
Cultural Services	0.030	0.046	0.000	0.076
Sport & Leisure	1.239	2.977	0.000	4.216
Highways & Transport	0.718	0.684	0.000	1.402
Planning & Development	0.050	0.204	0.007	0.261
Security	0.000	0.000	0.015	0.015
Street Lighting	0.005	0.000	0.000	0.005
Sub Total	**2.104**	**3.911**	**0.144**	**6.159**
Health, Education, Care and Safeguarding				
CYPL – Front Door & Safe and Support	(0.349)	0.000	0.000	(0.349)
CYPL – Residential	1.585	(0.006)	0.000	1.579
CYPL – Placement Costs	0.669	0.006	0.000	0.675
CYPL – Adoption Services	0.063	0.038	0.144	0.245
CYPL – School Improvement	0.122	0.351	0.000	0.473

Service Area/Category	Main Grant £m	Sales, Fees & Charges £m	Other Specific Covid Grant £m	Total Claimed £m
Adults Social Care	3.384	0.000	7.240	10.624
PH – Vaccinations	0.000	0.000	0.021	0.021
Sub Total	**5.474**	**0.389**	**7.405**	**13.268**
Corporate Strategy				
Corporate Strategy Management	0.074	0.000	0.146*	0.220
Policy, Performance and Research	0.051	0.000	0.000	0.051
Marketing & Communication	0.121	0.000	0.000	0.121
Sub Total	**0.246**	**0.000**	**0.146**	**0.392**
Law & Governance				
Information Governance	0.001	0.051	0.000	0.052
Legal	0.000	0.046	0.000	0.046
Registrars	0.061	0.134	0.000	0.195
Coroner	0.051	0.000	0.000	0.051
Sub Total	**0.113**	**0.231**	**0.000**	**0.344**
Regeneration & Economic Development				
Regeneration	0.055	0.000	0.000	0.055
Sub Total	**0.055**	**0.000**	**0.000**	**0.055**
Resources & Central Items				
ICT	0.145	0.000	0.000	0.145
Human Resources	0.007	0.000	0.000	0.007
Finance	0.094	0.000	0.011	0.105

Service Area/Category	Main Grant £m	Sales, Fees & Charges £m	Other Specific Covid Grant £m	Total Claimed £m
Revenues, Benefits & Customer Services	0.644	0.000	0.000	0.644
Bad Debts	0.405	0.000	0.000	0.405
Cross Cutting	0.281	0.000	0.000	0.281
GF Recharge From HPC	0.918	0.000	0.000	0.918
Capital	0.485	0.000	0.000	0.485
Sub Total	**2.979**	**0.000**	**0.011**	**2.990**
Grand Total	**13.951**	**5.757**	**8.043**	**27.751**
Local Authority Support Grant	(15.636)	0.000	0.000	(15.636)
Sales, Fees & Charges	0.000	(5.757)	0.000	(5.757)
Allocated to specific Covid grants	0.000	0.000	(8.043)	(8.043)
Unallocated to Reserve	**(1.685)**	**0.000**	**0.000**	**(1.685)**

*Includes £73,790 relating to staffing costs of RCG support.

Annex H – Risks

The Covid-19 strategic and workstream risks have been reported and reviewed on a monthly basis to RCG throughout the pandemic. Following the implementation of step 4 in the Government's Roadmap from 19 July 2021, it has been agreed that RCG will stand down.

Although RCG will no longer meet some of the remaining risks will require further management, this report provides details of those risks that will close following the lifting of restrictions and those risks that will transfer to Business as Usual (BAU) for ongoing management as part of the Authority's normal risk management process.

1. Strategic Risk

There was only one strategic risk reported to RCG and following discussions with the risk owner it was agreed that the risk would close. Full details of the risk and its controls are documented in Appendix 1.

No	Risk Detail	Prev. Risk Score	Current Risk Score	Target Risk Score	Reason for Closure
1.	**Capture of Government Guidance and Legislation:** There is a risk that we may not be able to fully capture the entire range and volume of constantly changing Covid-19 Government guidance and legislation.	D3 (G) →	**Risk to close**	D3 (G)	As the risk was raised to ensure that any guidance during the pandemic would not be overlooked or actioned the risk is no longer relevant and can close, this is in line with the closure of the recovery programme and conclusions of RCG. Responsibility for actioning any future guidance, will lie with responsible service areas. Following RCG standing down this risk will close

2. Workstream Risks

The Risk Management Team has met with the risk owners to agree the ongoing management of the workstream risks i.e., whether the risks would close or transfer to BAU to be managed as part of the Authority's normal risk management process.

2.1 Risks to Close Following RCG Standing Down.

Following discussions with the risk owners of the workstream risks it was agreed that the following risks would close. Full details of the risk and its controls are documented in Appendix 2.

Our People

Risk No	Risk Detail	Prev Score	Risk Score	Workstream	Reason for Closure
1.	**Maintaining Social Order:** There is a risk that the longer the current lockdown restrictions remain in place there may be some public disorder.	B2 (R) →	**Risk to Close**	Public Confidence & Feelings of Safety	This risk was raised to manage restrictions and is no longer relevant. A review will be undertaken to establish if further risks will need to be raised to be managed as part of business as usual. Following the announcement that all restrictions will be lifted on 19 July, this risk will close

Our Economy

Risk No	Risk Detail	Prev Score	Risk Score	Workstream	Reason for Closure
2.	**Economic Impact on the Borough:** There is a risk that due to the various impacts from Covid-19 (e.g., length of lockdown, Government advice re minimising social interaction	B1 (R) →	**Risk to Close**	Inclusion Economic Strategy	Vacancy levels of each town centre continue to be monitored monthly. North Shields is experiencing the highest vacancy rate in the town centre which is above national average. This along with any long-term impact for Covid will be managed as part of the Authority's existing corporate risks regarding the economy of the Borough.

Risk No	Risk Detail	Prev Score	Risk Score	Workstream	Reason for Closure
	within the workplace and staff shortages due to the illness as well as caring responsibilities) some businesses within the Borough may face significant financial losses which could force businesses to fold, with an adverse impact on the economy of the Borough.				Following RCG standing down this risk will close.
3.	**Social Distancing:** There is a risk that social distancing measures may not be in place on the public highway.	B1 (R) →	**Risk to Close**	Town Centres	As there will be no further requirements to enforce Social Distancing, this risk is no longer relevant. Following the announcement that all restrictions will be lifted on 19 July, this risk will close.
4.	**Shops and Businesses may not have Appropriate Social Distancing in Place:** There is a risk that individual shops and businesses may not have the appropriate SD measures in place inside their premises.	C2 (R) ↓	**Risk to Close**	Town Centres	As there will be no further requirements to enforce Social Distancing, this risk is no longer relevant. Following the announcement that all restrictions will be lifted on 19 July, this risk will close.
5.	**Viability of Food and Drink Operations:** There is a risk that food and drink operations may not be viable if social distancing measures remain in place at 2m.	B2 (R) →	**Risk to Close**	Town Centres	As there will be no further requirements to enforce Social Distancing, this risk is no longer relevant. Following the lifting of restrictions on 19 July this risk will close as 2m restrictions will no longer be required.

Risk No	Risk Detail	Prev Score	Risk Score	Workstream	Reason for Closure
6.	**Resurgence of Covid-19:** There is a risk that businesses may be adversely impacted if there is a resurgence of the virus resulting in an extension of lockdown.	C1 (R) →	**Risk to Close**	Business Support	Although the infection rate continues to rise in the Borough restrictions will be lifted from the 19 July in line with the Government Roadmap therefore the risk can close.

Following RCG standing down this risk will close. |
| 7. | **Capacity to Meet Increased Demand for NEET and Unemployed:** There is a risk that there may not be the Capacity and resources to meet increased demand for NEET and Unemployed. | D3 (G) → | **Risk to Close** | Employability, Skills and Learning | Following RCG standing down this risk will close and be managed as part of the existing strategic risk regarding NEET and Participation. |

Our Organisation

Risk No	Risk Detail	Prev Score	Risk Score	Workstream	Reason for Closure
8.	**Network Capacity:** There is a risk that there may be insufficient bandwidth within network capacity to meet the increased demand for alternative working arrangements.	C3 (B) →	**Risk to Close**	Digital Connectivity	Separate connectivity issues relating to DR are being managed as part of the DR risk.

The current arrangements have maintained connectivity throughout the pandemic therefore the risk can close |

2.2 Risks to Transfer to Business as Usual in the event of RCG Standing Down.

Following discussions with workstream risk owners, it was agreed that the following risks will transfer to BAU for ongoing management as part of the Authority's normal risk management process. Full details of the risk and its controls are documented in Appendix 2.

Our People

Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Ongoing Risk Management	Service Area
9.	**Covid-19 cases and Self-Isolation Impact on Service Provider Delivery:** There is a risk that due to increase in Covid-19 cases and staff isolation, providers may not have sufficient capacity to pick up new packages of care for people leaving hospital or for general community packages. There may also be difficulties in delivering existing packages if the trend continues.	n/a	B2 (R) (new risk)	D3 (G)	Adult Social Care Capacity and Operational Model	In the event of RCG standing down the risk will transfer to BAU for ongoing management.	Commissioning Services
10.	**External Care Market:** There is a risk to that the external care market may not cope with increasing demand in response to hospital discharge.	D2 (B) →	D2 (B) →	D2 (B)	Adult Social Care Capacity and Operational Model	In the event of RCG standing down the risk will transfer to BAU for ongoing management.	Commissioning Services
11.	**Pupil Achievement:** There is a risk that there may be significant ongoing impact on educational outcomes from the	A1 (R) →	A1 (R) →	B2 (R)	Children, Young People & Schools	In the event of RCG standing down this risk will transfer to BAU for ongoing management.	Education, Skills & Employment

Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Ongoing Risk Management	Service Area
	closure of schools/cancellation of key exams during lockdown.						
12.	**Safeguarding Impact from Education Disruption:** There is a risk that safeguarding issues may increase considerable now children are attending school.	**B3 (B)** →	**B3 (B)** →	**C3 (B)**	Children, Young People & Schools	In the event of RCG standing down this risk will transfer to BAU for ongoing management.	Education, Skills & Employment

Our Places

Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Ongoing Risk Management	Service Area
13.	**Covid-19 Outbreak in Buildings:** There is a risk that there may be a Covid-19 outbreak in a building resulting in the need to close.	**C2 (R)** →	**C2 (R)** →	**D3 (G)**	Covid Secure Workplace / Public Buildings	In the event of RCG standing down this risk will transfer to BAU for ongoing management.	Public Health

Our Economy

Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Ongoing Risk Management	Service Area
14.	**Footfall Reduced in Town Centres:** There is a risk that footfall within our town centres may be reduced due to overall visitor confidence and attracting people back into our centres.	**A2 (R)** →	**A2 (R)** →	**D2 (B)**	Town Centres	In the event of RCG standing down this risk will transfer to BAU for ongoing management	Business and Enterprise

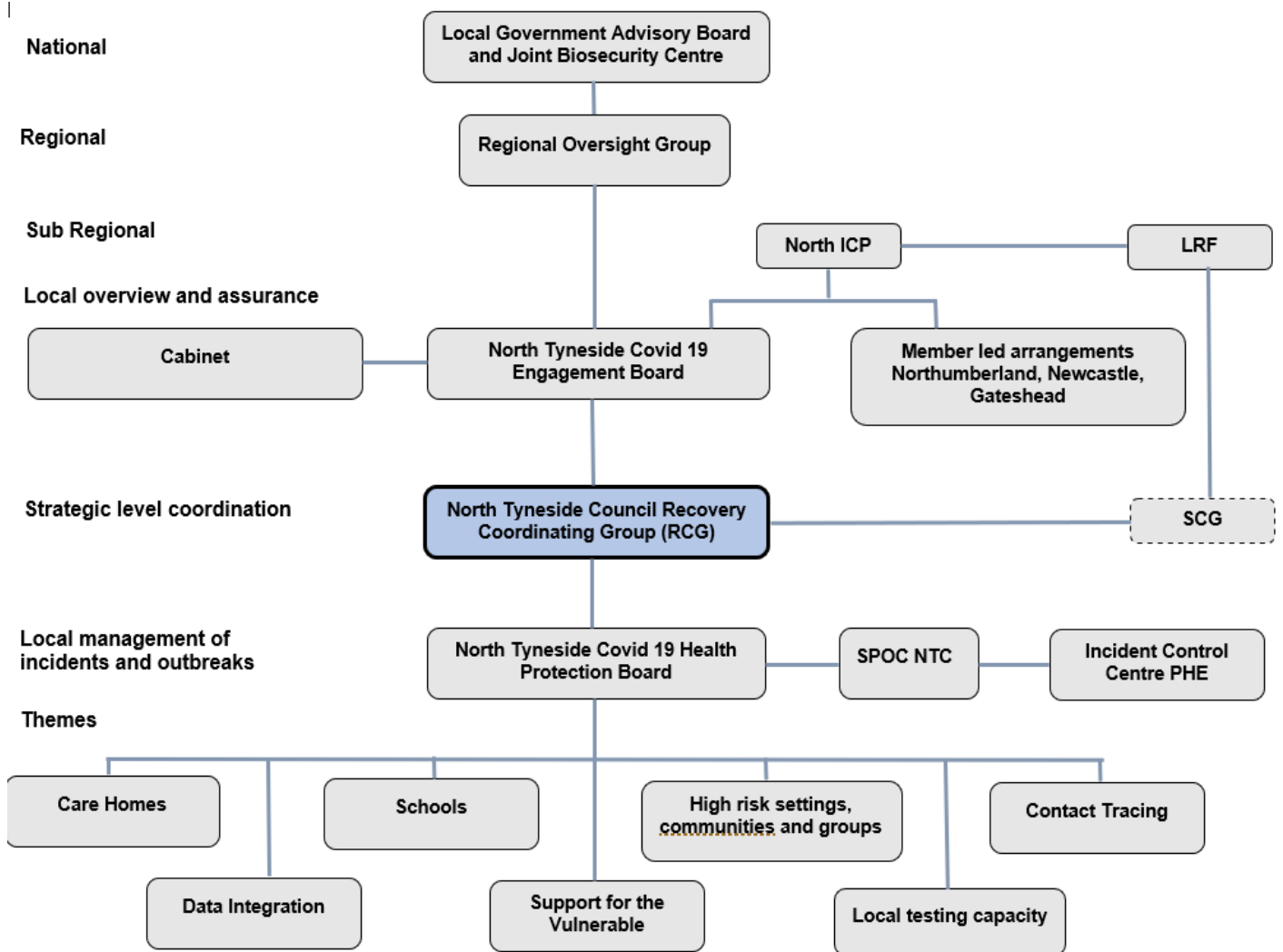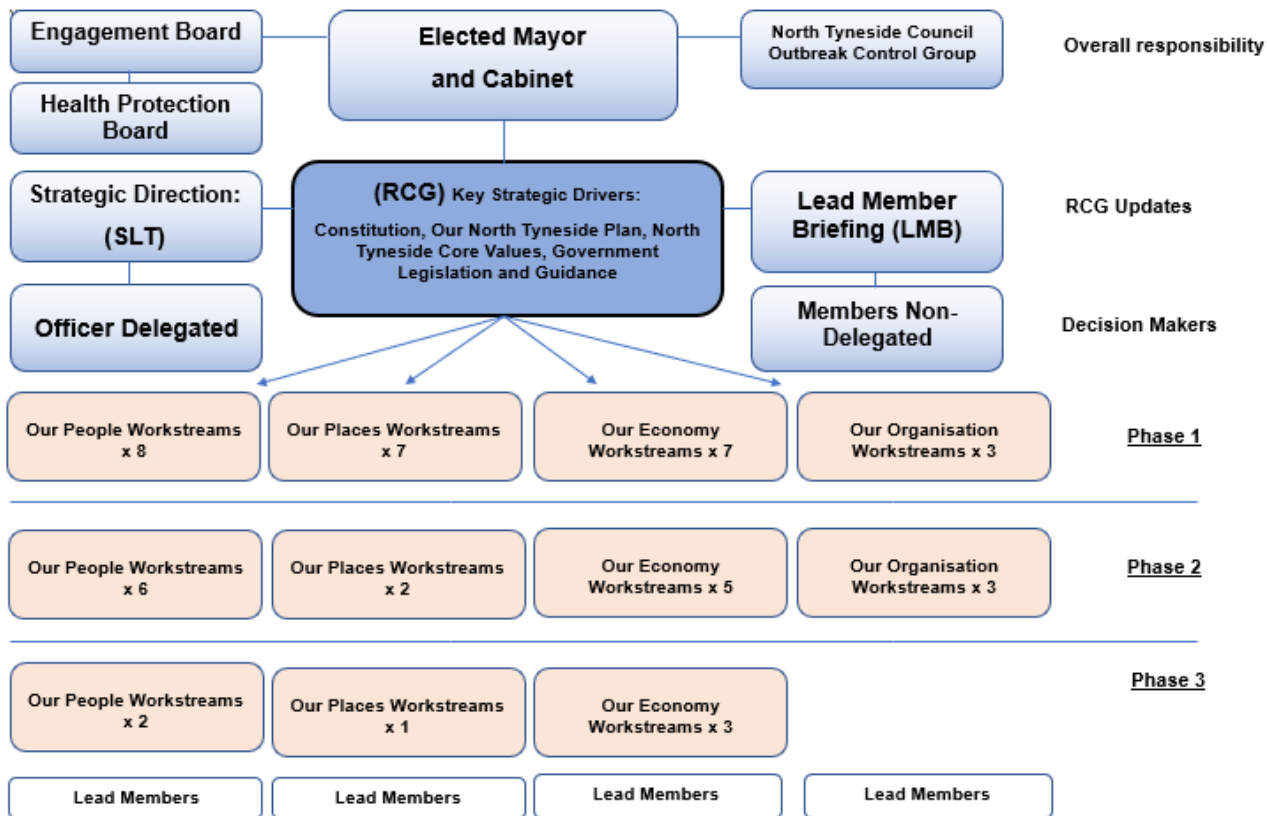| Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Ongoing Risk Management	Service Area
15.	**Opportunities for School Leavers (years11-13):** There is a risk that school leavers (year 11 - 13) within North Tyneside may be disadvantaged due to the dual impact that Covid-19 will have on both education and employment opportunities.	D3 (G) →	D3 (G) →	D3 (G)	Employability, Skills and Learning	Following RCG standing down, this risk will transfer to BAU for ongoing management.	Employment and Skills
16.	**Funding for Employment and Skills Service:** There is a risk that funding for the Employment and Skills service may not be available or there may be reductions in grant funding.	D3 (G) →	D3 (G) →	E4 (G)	Employability, Skills and Learning	Following RCG standing down this risk will transfer to BAU for ongoing management. It is expected it will close once the extension of funding until March 2022 has been confirmed.	Employment and Skills
17.	**Impact from Resurgence of Virus on Face to Face Meetings:** There is a risk that if there is a resurgence of the virus and extension of lockdown that face to face meetings may be impacted.	C3 (B) →	C3 (B) →	D4 (G)	Employability, Skills and Learning	Following RGC standing down, this risk will transfer to BAU for ongoing management with the potential for closure following the return to classroom in September.	Employment and Skills
18.	**Staff Incapacitated or Self Isolating due to Covid-19:** There is risk that staff may be unavailable to deliver services due to incapacity or self-isolating.	D3 (G) →	D3 (G) →	E4 (G)	Employability, Skills and Learning	Due to the prevalent number of Covid-19 cases in the region, this risk will transfer to BAU for ongoing management following RCG standing down.	Employment and Skills

Our Organisation

Risk No	Risk Detail	Prev Score	Risk Score	Target Score	Workstream	Action	Ongoing Risk Management
19.	**Keeping Staff and Members Safe:** There is a risk that due to the nature of some of the services we deliver as an Authority our staff and Members may be subjected to increased exposure to Covid 19:	C2 (R) →	B2 (R) ↑	D3 (B)	Future Working / Return to the Workplace Workstream	In the event of the RCG standing down this risk will transfer to BAU for ongoing review and management.	Human Resources
20.	**Service Delivery:** There is a risk that due to government directive, staff shortages from illness, self-isolation, or caring responsibilities that some business critical services may be impacted.	D2 (B) →	B2 (R) ↑	D2 (B)	Future Working / Return to the Workplace Workstream	In the event of the RCG standing down this risk will transfer to BAU for ongoing review and management.	Human Resources
21.	**Employee Engagement and Culture Shift:** There is a risk that employee engagement and culture shift is not able to happen effectively due to a large proportion of the workforce working remotely.	D2 (B) →	D2 (B) →	D3 (G)	Future Working / Return to the Workplace Workstream	In the event of the RCG standing down this risk will transfer to BAU for ongoing review and management.	Human Resources
22.	**Insufficient ICT Equipment when Staff Return to the Workplace:** There is a risk that once staff begin to return to their workplace there may be insufficient ICT equipment to meet the demands associated with mixed working.	A2 (R) →	B3 (B) ↓	D4 (G)	Digital Connectivity	In the event of RCG standing down this risk will transfer to BAU for ongoing management.	ICT

Annex I – RCG Governance Structure

National	Local Government Advisory Board and Joint Biosecurity Centre
Regional	Regional Oversight Group
Sub Regional	North ICP — LRF
Local overview and assurance	Cabinet — North Tyneside Covid 19 Engagement Board — Member led arrangements Northumberland, Newcastle, Gateshead
Strategic level coordination	North Tyneside Council Recovery Coordinating Group (RCG) — SCG
Local management of incidents and outbreaks	North Tyneside Covid 19 Health Protection Board — SPOC NTC — Incident Control Centre PHE
Themes	Care Homes — Schools — High risk settings, communities and groups — Contact Tracing — Data Integration — Support for the Vulnerable — Local testing capacity

Engagement Board	Elected Mayor and Cabinet	North Tyneside Council Outbreak Control Group	Overall responsibility
Health Protection Board			
Strategic Direction: (SLT)	(RCG) Key Strategic Drivers: Constitution, Our North Tyneside Plan, North Tyneside Core Values, Government Legislation and Guidance	Lead Member Briefing (LMB)	RCG Updates
Officer Delegated		Members Non-Delegated	Decision Makers

Phase 1

Our People Workstreams x 8	Our Places Workstreams x 7	Our Economy Workstreams x 7	Our Organisation Workstreams x 3

Phase 2

Our People Workstreams x 6	Our Places Workstreams x 2	Our Economy Workstreams x 5	Our Organisation Workstreams x 3

Phase 3

Our People Workstreams x 2	Our Places Workstreams x 1	Our Economy Workstreams x 3	
Lead Members	Lead Members	Lead Members	Lead Members