



Open Report on behalf of Andy Gutherson, Executive Director - Place and Senior Responsible Officer for Covid-19 Recovery

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Covid-19 Recovery Update

Summary:

This report provides an overview of the partnership approach and governance arrangements to manage Lincolnshire's response to the Covid-19 pandemic.

The significant disruption created by Covid-19 has forced authorities and communities to change their behaviours and routine working practices, which although unsettling, has demonstrated what is achievable through collaborative working, and the Council and its strategic partners aim to ensure that such positive outcomes are maintained to help inform future service delivery to improve our services.

As well as serious implications for people's health and public services, Covid-19 is having a significant impact on the economy and the response / recovery approach will need to be considered against an uncertain economic backdrop. This issue is compounded by increases in demand in areas of service activity such as social care teams, wellbeing services, infection control etc.

Actions Required:

The Overview and Scrutiny Management Board (OSMB) is invited to:

- 1) Consider the report and provide feedback on the points raised.
- 2) Review and agree future reporting requirements into OSMB to monitor the progress of the Council's recovery.

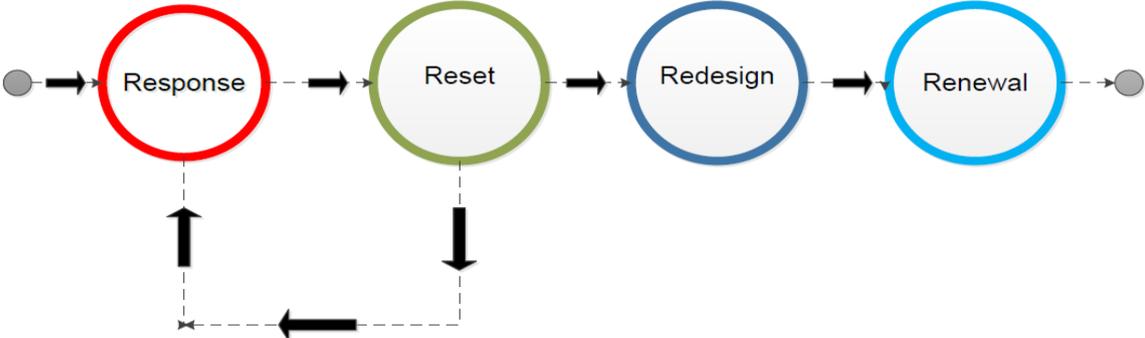
1. Background

At the Board meeting in August, consideration was given to a report which provided an overview of the partnership approach and governance arrangements to manage Lincolnshire's recovery from the Covid-19 pandemic.

Members were advised that as well as serious implications for people’s health and public services, Covid-19 had impacted on the economy and the recovery approach would need to be considered against an uncertain economic backdrop, which was compounded by an increase in demand in areas of service activity such as social care teams, wellbeing services and infection control.

OSMB requested that a further report be prepared for the October meeting and this report sets out the progress and activity of the Lincolnshire's Local Resilience Forum (LRF) since August, highlighting the challenges we face and the threat, risk and harm we must mitigate.

As discussed at the August meeting of the Board, recovery and response will overlap depending on the 'R' value. There will not be a clear separation between the response and recovery phases during this emergency.



However, since the meeting in August, we have seen a significant resurgence of the disease nationally and this has been reflected locally with an increase of infection within the communities in Lincolnshire.

As of the 19th October 2020 the figures for Lincolnshire are 4,945 Confirmed Cases, 813 cases in the last seven days. To date there have been 159 Covid-19 deaths in a hospital setting and 291 total Covid-19 deaths with nine deaths in the last seven days (updated at 16:00 Sunday 18th October). The total number of deaths are since the start of the pandemic, of people who had had a positive Covid-19 test result and died within 28 days of the first positive test.

179,754 Pillar 2¹ tests have been carried out to date in Lincolnshire. 11,661 tests have been carried out in the last seven days, up to and including 16th October.

The numbers highlighted above are low when compared to other areas within the East Midlands region or reviewed against a national context. However, these numbers are increasing and heading in the wrong direction. The LRF has taken steps to address concerns from across the partnership.

¹ Pillar 2 tests - those carried out through commercial laboratories predominantly from drive through, mobile and home testing, including care home residents and staff.

As identified within the recovery and renewal plan, if certain triggers were met, the command, control and coordination of the LRF would renew its focus on the response aspects of the emergency, with recovery running alongside. These are highlighted in the table below:

Triggers:

Stage 1	Early Indicator	Public Sector (sickness) Abstraction Test & Trace Hot Spots Impacts across country (Lincolnshire is running behind other areas)
Stage 2	Covid-19 Increasing	ULHT Patients with Covid-19 in the last 24 hours ULHT Patients admitted
Stage 3	Response	Increase in excess deaths
Stage 4		Lockdown
Stage 5	Recovery	Easing of social distancing measures

Throughout September we have seen spikes in these early indicators emerge with increasing sickness, positive test numbers and hospital admissions.

On the 24th September 2020, the decision was taken by LRF to move from recovery back to response phase of this emergency, with the reintroduction of SCG structure (Appendix A).

As before, the key to response and recovery continues to be a concerted effort from all partners and the public to maintain the ‘R’ value below 1.

The public health measures introduced to mitigate the transmission of Covid-19 include social distancing, Test & Trace and the wearing of PPE including face masks which continue to minimise the spread of infection and risk to life within Lincolnshire.

Government position

On the 12th October 2020, the UK Government announced a three tier approach to the country in an effort to reduce the levels of transmission in the community. Local COVID alert levels set out information for local authorities, residents and workers about what to do and how to manage the outbreak in their area. Local COVID alert levels are sometimes called ‘tiers’ or known as a ‘local lockdown’.

The government is committed to ensuring the right levels of intervention in the right places to manage outbreaks. Working with local authorities through the contain framework, their approach has been simplified so that there are now three local COVID alert levels. The three tiers are:

- Local COVID alert level: medium
- Local COVID alert level: high
- Local COVID alert level: very high

For further information on the measures that apply in medium, high and very high alert level areas please follow this link:

<https://www.gov.uk/guidance/local-covid-alert-levels-what-you-need-to-know>

Lincolnshire is currently at Local COVID alert level: medium and continues to follow the national guidance of:

- **Hands** – wash your hands regularly and for 20 seconds
- **Face** – wear a face covering in indoor settings where social distancing may be difficult, and where you will come into contact with people you do not normally meet
- **Space** – stay two metres apart from people you do not live with where possible, or one metre with extra precautions in place (such as wearing face coverings or increasing ventilation indoors)

Governance Arrangements

As mentioned previously, with the escalation of infection and subsequent change in approach (from recovery to response) has meant the way in which the LRF is managed has also changed.

The Recovery Coordination Group (RCG), chaired by the Executive Director of Place, Andy Gutherson, has transitioned back to the Strategic Coordination Group (SCG), chaired by Deputy Chief Constable Jason Harwin, to lead the response phase.

This means that governance for response activity now sits with the LRF, rather than the Lead Authority (Lincolnshire County Council). That said, Lincolnshire County Council (LCC) is a Category 1 Responder as per the Civil Contingencies Act 2004 and perform a critical role in supporting response activities across the County.

Elements of recovery activity will still continue, with the RCG still meeting on a monthly basis to ensure partners are supported in their medium / long term recovery plans. Work will continue against the comprehensive recovery and renewal plan which was approved by the RCG earlier this year.

Transition back into Response (Second Wave)

As part of Lincolnshire LRF's amended approach, a new response structure chart has been created. This includes the aspects of recovery which are still on-going.

LCC's Public Health Intelligence Cell is providing the daily updates on positive cases along with other useful statistics, whilst the Multi Agency Information Cell

(MAIC) is providing the longer range forecast of issues we are likely to face and comparison with other countries.

This intelligence/information is the foundation on which the Threats and Risks are determined and a revised Golden Thread – Action Plan is developed. All relevant documents can be found on Resilience Direct.

As part of on-going Covid-19 security measures most of the command support cells are operating remotely as well as the Tactical and Strategic meetings now being held via Microsoft Teams.

The LRF continues to identify the threat, risk and harm presented by the infection. With this improved understanding of the risk, a response plan has been approved by the SCG to inform how we support Covid-19 secure measures locally. This plan will be monitored and owned by the SCG, working closely with partners, government and voluntary/community groups to ensure the needs of communities are supported.

The LRF is working hard in identifying problems and vulnerabilities in our community, which may require priority attention and feeding them back to the relevant response cells, in addition to disseminating credible information and advice back to the community, supporting community cohesion and providing public reassurance.

The Strategic Coordination Group currently meets every Thursday afternoon for two hours which is replicated at the tactical level with the Tactical Coordination Group (TCG). The TCG meets on Monday afternoon and Thursday morning. These are the formal meetings of the LRF at present.

The continued priority for the LRF is to provide assurance over how front line services are provided in a way that continues to save and protect life. The strategy will ensure the strategic objectives of the partnership are met and that the threats and risks are effectively mitigated.

Strategic Objectives

As part of the on-going due diligence in delivering a successful response for Lincolnshire, the SCG frequently reviews its own governance. As the LRF has transitioned back in to response, the SCG has reviewed and rationalised the strategic objectives. These objectives offer further clarity of leadership and ensure a coordinated and cohesive approach from across the public, business and third sector across the county of Lincolnshire.

Overarching Aim

Lincolnshire Local Resilience Forum will seek to prevent and protect Lincolnshire's communities and visitors against the consequences of Coronavirus (Covid-19) in line with national objectives for the UK's approach to planning and responding to this pandemic.

Response (2) Objectives

Following the transition back to Response on 24th September 2020, the newly formed SCG with blended Recovery activity decided on the following Strategic Objectives.

1. To save and protect life.
2. Minimise the impact on the economic wellbeing of Lincolnshire.
3. Maintain and support the capability and capacity to mitigate the reasonable worst case Covid-19 scenario with a clear priority on protecting those identified as vulnerable.
4. To provide confidence to local communities, businesses and partners in our preparedness for response and recovery by ensuring effective mitigation of tensions and compliance.
5. Ensure proportionate, pragmatic and scalable command, control and co-ordination arrangements (reflecting national guidance and national alert levels) including on-going recovery activity.
6. Ensure all organisations have the capability, resources and flexibility to deal with the pandemic and other concurrent emergencies.
7. To maximise the wellbeing, including safety of our staff, partners and volunteers throughout the emergency.
8. Develop and deliver effective communications with partners, stakeholders and community including the sharing of lessons learned.

It will be a fine balance to continue to respond to the risks to health of Covid-19 and protect our communities, whilst responding to a wide range of challenges from across the county. A lot of uncertainty remains about the lifting of public health measures, and subsequent restrictions in the medium term. Protecting the public's health, and mitigating harm to our residents, families and vulnerable people will continue to be our priority.

2. Conclusion

The Council and its strategic partners have developed the appropriate governance arrangements to lead Lincolnshire's recovery from the impact of Covid-19, whilst ensuring arrangements can be flexed to respond to any future spikes in infection rates.

3. Consultation

a) Risks and Impact Analysis

A full risk register is maintained as part of the SCG.

An Impact Analysis is in place and is a live document which will be reviewed throughout the period of the response. This has been developed from the detailed impact assessment and action plan that has been agreed by the LRF.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Return to Response SCG Structure

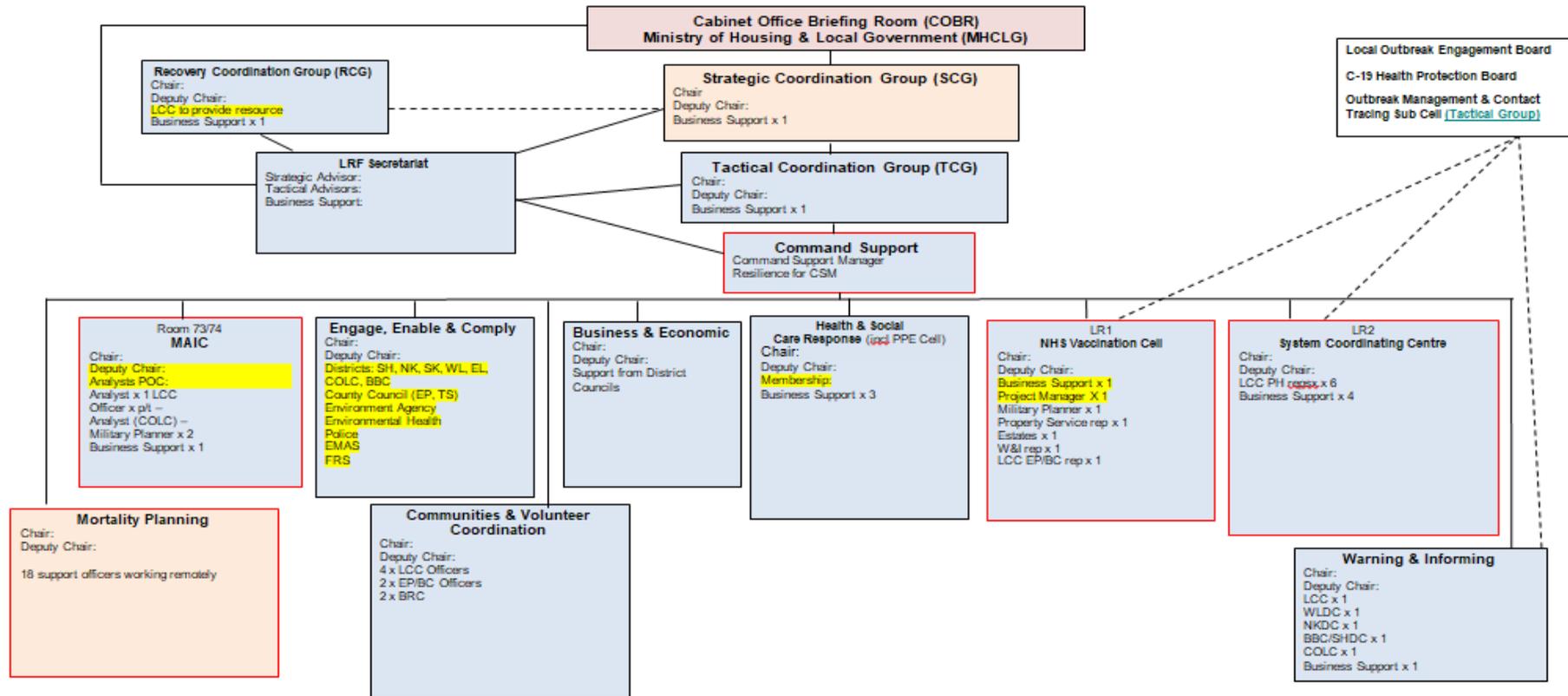
5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Dan Quinn, who can be contacted on 07799110529 or dan.quinn@lincoln.fire-uk.org

Appendix A

LINCS LRF COMMAND AND CONTROL STRUCTURE FOR RETURN TO RESPONSE PHASE with Resources



KEY	
 	Physical Cells within CEC
*	All other cells operating remotely
 	Cell on standby
 	Representative required