


<b>Cabinet</b>	
Wednesday, June 2020	
<b>Report of:</b> Will Tuckley, Chief Executive	<b>Classification:</b>
<b>Covid- 19 Pandemic- Reconstitution to Recovery</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Anthony Walters, Procurement and Programme Manager
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No
<b>Forward Plan Notice Published</b>	N/A
<b>Reason for Key Decision</b>	N/A
<b>Strategic Plan Priority / Outcome</b>	<b>All</b>

## Executive Summary

This report sets out the council's proposed approach to returning the organisation and its services to operation as the lockdown restrictions imposed as a response to the Covid-19 pandemic are lifted by central government. It includes our plans for a continuing pandemic response, reopening services that have been temporarily closed and doing some things differently to improve the way we work, learning from our experience during the pandemic.

Government guidance is subject to rapid change given that there remain many unknowns about the effect of removing lockdown restrictions. The plans set out in this report are, therefore, indicative and subject to change in light of the emerging picture in relation to the pandemic.

The plan and the actions within it must be viewed in the context of a challenging financial environment, partly as a result of the need for significant additional expenditure, as the Council responds to the Pandemic, and the impact of lockdown on previously agreed saving programmes but also recognising the risks to the Council's primary income sources of Council Tax and Business rates.

## **Recommendations:**

The Mayor in cabinet is recommended to:

1. Approve the approach to reconstitution and recovery set out in this report.
2. Note the estimated impacts on the Council's financial position and recognise the need to ensure that budget sustainability underpins the proposed actions in this report.

## **1. REASONS FOR THE DECISIONS**

- 1.1 During the Covid-19 pandemic, the council has responded by:
  - Maintaining essential services with measures put in place to ensure safe operation (e.g. social distancing)
  - Providing new services to meet the additional needs of residents during the pandemic
  - Ensuring that the majority of staff can work without having to attend the office, in line with government guidance.
  - Temporarily closing some services in line with government guidance.
- 1.2 Details of our response so far have been reported to Cabinet in the separate report titled 'Tower Hamlets Together: Our response to Covid-19.'
- 1.3 As the government begins to implement its strategy for ending the lockdown, the council needs to plan for its return to normal operation whilst continuing to meet additional needs of residents during the remainder of the pandemic.
- 1.4 During the pandemic there has been a need to respond in different ways through a fundamentally changed model of operation. The need to incur additional costs has been acknowledged by the government and additional support has been provided to the Council. In subsequent phases the first steps of which are set out in this report, there is a need to ensure that budget sustainability is considered fully alongside any changes to operations, priorities or strategic plan targets.
- 1.5 This report sets out our proposed approach to bringing back services as the lockdown is lifted as well as making the most of the new opportunities that arise from the changes that have been made in response to the pandemic.

## **2. ALTERNATIVE OPTIONS**

- 2.1 No alternative options have been considered.

## **3. DETAILS OF THE REPORT**

- 3.1 The Government published its strategy for coming out of lockdown, 'Our Plan to Rebuild,' on 11<sup>th</sup> May 2020. The strategy signalled their intention to return life to as close to normal as possible - for as many people as possible - as fast and fairly as possible.
- 3.2 The strategy outlines a three-step approach to ending lockdown: outlined, as follows:

- Step 1- from 13<sup>th</sup> May 2020 workers that cannot work from home (for example those in construction or manufacturing) have been allowed to return to work. People have been allowed unlimited exercise outside and can drive to different locations if they choose. Face coverings must be worn when likely to come into contact with others- for example in shops.
  - Step 2- from 1 June or later, primary schools and early years settings will reopen, and secondary schools will prepare for some face to face contact with pupils preparing for exams next year. Cultural and sporting events will be able to take place behind closed doors for broadcast. Non-essential shops will reopen, and more social contact will be allowed with people from outside the immediate household.
  - Step 3- from 4 July 2020 or later, at least some of the remaining businesses that have been required to close during lockdown will reopen. This will include hospitality and leisure businesses. Businesses that reopen will be required to meet Covid-19 Secure guidelines.
- 3.3 The dates given for each of the steps out of lockdown are the earliest that these steps will take place. The government will decide whether to progress to the next step based on evidence on the impact of reducing lockdown restrictions. If there is evidence of significant increases in infections as a result of lifting restrictions, further steps will be delayed, or restrictions may be introduced.
- 3.4 Also on 11 May 2020, the Government released its Covid-19 secure guidelines. These guidelines set out approaches that should be taken to maintain the safety of workplaces including measures to maintain social distancing and enhanced hygiene.
- 3.5 In line with the guidance set out above, the proposals in this report give an indication of when the council expects to reopen services that have been closed temporarily during the pandemic. Any timescales given are indicative and may change in line with the emerging national government approach.
- 3.6 The objectives of our proposed plan are:
- minimise cases and deaths - particularly in our most vulnerable residents
  - ensure affected residents get the care they need
  - ensure that the impact of service disruption and people's lives is minimised
  - deliver a balanced and sustainable budget and Medium-Term Financial Strategy
- 3.7 Our plan aims to ensure the council and residents recover from the impact of the pandemic. We will continue to respond to the needs of our community during the ongoing pandemic, whilst ensuring that we deliver council priorities including a sustainable future budget. At the same time, we believe that we can deliver better outcomes for residents by using the opportunities from new ways of working, efficiency and effectiveness learnt during this period.
- 3.8 Our approach follows these principles:
- We will ensure a safe transition out of lockdown, with a balanced approach to risk and recovery to ensure continued safety of our staff and

community, whilst supporting the social, economic and health recovery of the borough

- We will maintain a coordinated, multi-agency approach
- Council services, democratic processes, and priorities will be updated as we reconstitute them to improve outcomes for the community
- Transformation, change and value for money will be embedded
- Budget implications will be managed and our income rebuilt
- The effort and commitment of staff and community during the pandemic will be recognised
- We will support the healing process
- Learning from our experiences during the pandemic will inform our future work
- There will be consistent and timely communication across the council and its partners

3.9 Reconstitution and recovery are complex; in order to ensure that we have full coverage, our plan has taken a 7-themed approach as follows:

- Continuing pandemic response
- Getting back to business
- Workforce and wellbeing
- Dealing with the impact
- Making the most of innovative ways of working
- National and local priorities
- A new landscape

### 3.10 **Continuing pandemic response**

3.10.1 We recognise that as lockdown restrictions begin to lift, the pandemic will continue to require a response from the council, alongside getting services back to normal.

3.10.2 Our response will need to be flexible as it is likely that we will experience future waves of infection, requiring us to scale up and back down again as needed.

3.10.3 We will ensure that cases of Covid-19 in the borough are minimised, that our most vulnerable residents continue get the protection and support they need, and that the council and its partners can respond effectively to the emerging situation in relation to the pandemic.

3.10.4 Testing and contact tracing are becoming an important part of the national strategy to end lockdown. Councils are likely to play a significant role in this strategy, and we are planning for the support this is likely to need.

3.10.5 The council will continue to run its temporary Borough Emergency Controlled Centre to ensure that there is a co-ordinated response to emerging issues for the foreseeable future, although its operation will be scaled down as the pandemic subsides. We will be prepared to scale back up in the event of any future wave of infections.

3.10.6 The council will continue to engage with its partners through the Tower Hamlets Pandemic Committee to ensure that the response to any emergent pandemic related needs is effectively co-ordinated.

3.10.7 Responses that have been put in place during the pandemic will remain and be scaled down or up as required. This includes:

- Provision of Personal Protective Equipment (PPE) for workers in essential services in line with current guidance
- Working with local voluntary and community sector organisations to support the use of volunteers to respond to the needs of the community
- Support for our most vulnerable residents, including those who are 'shielded.'
- Ensuring that workplaces and businesses follow guidance on social distancing

### 3.11 **Getting back to business**

3.11.1 Whilst many essential services have continued to operate during the pandemic, those that have been temporarily closed will reopen in line with the three-step approach set out in the government's strategy. Appendix 1 gives an indicative schedule of when some of our key services will reopen with indicative dates that are in line with the government's 3 steps. These dates are the earliest that these services will reopen and may be subject to change in line with emerging guidance from government.

3.11.2 Buildings will be equipped with appropriate PPE, and measures will be introduced to ensure the safety of staff and the public using our services. This will include changes in layout, enhanced hygiene, and controlled access measures in line with Covid-19 secure guidance.

3.11.3 The implementation of these measures will significantly reduce capacity in our buildings. Many staff will continue to work from home to enable us to manage this reduction in capacity as well as complying with government advice to avoid the need for travel. Some changes in service locations may also be necessary.

3.11.4 We will ensure that there is effective communication with our community as well as our staff, about our arrangements for re-opening these services

### 3.12 **Workforce and wellbeing**

3.12.1 Our staff have experienced huge change and uncertainty during the pandemic. Some will have experienced loss of colleagues or loved ones. Many have experienced sudden changes in their work role and been flexibly deployed to different roles to support the council's response to the community.

3.12.2 Most of our staff have successfully adapted to new working styles as they have been required to work from home. We expect this to continue in line with government guidance to work from home where possible, and due to the severely restricted office space following

implementation of Covid-19 Secure standards. In the longer term, we want to sustain some of this increase to help reduce our costs and improve productivity.

- 3.12.3 Whilst home working can have many benefits for staff, it requires different working styles and can disconnect staff from their colleagues. Therefore, we will be providing support to managers and staff to help them adapt to new ways of working in the long term.
- 3.12.4 The council has supported its workforce during the pandemic through an enhanced online offer of learning, development and wellbeing support. A workforce survey carried out in April indicated that staff have been supported well during the pandemic, with 87% feeling connected with their team, and 73% saying they have opportunities to express how they are and what they are feeling.
- 3.12.5 We now need to ensure that our workforce can meet the challenges of reconstituting council's services and beyond that into the recovery phase. This will be a further time of rapid change necessitating a flexible, agile and resilient workforce.
- 3.12.6 Our objectives are:
- To remobilise our workforce following the Covid-19 pandemic.
  - To retain and replenish as necessary the health and wellbeing of people to maintain sustained organisational effectiveness and resilience
  - To ensure workforce change is enabled in a consistent and considered way that is widely understood
- 3.12.7 The priorities within this theme are:
- To ensure that our staff have the space to enable them to recover and provide opportunities to reflect on what has happened.
  - To ensure that contributions of teams and individuals during the pandemic are recognised.
  - To clearly explain what is different and why, giving staff opportunities to inform what is retained, restored and realigned.
  - To ensure that staff wellbeing is maintained through effective health and safety at work as well as a focus on mental, physical and financial wellbeing.
- 3.12.8 We will ensure that staff and managers are supported in continuing to adapt to the 'new normal' through:
- Providing effective support for home/ flexible working
  - Ensuring that those staff that have difficulties in working from home- for example because of a lack of space- are appropriately supported so that they can come into one of our office spaces.
  - Adapting our HR policies and procedures.

- Ensuring effective health and safety measures in the workplace, whether at home or in council buildings.
- Providing opportunities for staff to reflect and the time to recover
- Recognising and thanking staff for their contributions during the pandemic.
- Clearly communicating with staff about possible further changes and their impact.
- Ensuring staff can travel safely to work- including measures such as staggered open times.

3.12.9 Implementation of the council's new Terms and Conditions of employment, which had been scheduled for 13 April 2020, was put on hold due to the pandemic response. We are now intending to implement this on 6 July 2020.

### 3.13 **Dealing with the impact**

3.13.1 We know that the pandemic will have a longer-term impact, particularly on the most vulnerable in our community. In addition to the immediate, temporary measures that we have implemented to protect and support the community, the council will need to consider how to respond to the longer-term impact, some of which is yet to be felt.

3.13.2 This may need us to work differently with our partners, to ensure that there is an effective response to support residents and mitigate any adverse impact.

3.13.3 The council will work to understand impact in the medium to long term, identify the outcomes we need to achieve in order to address these impacts, and develop appropriate responses. Our focus is on the following areas:

- Homelessness and rough sleeping
- Health and social care (including mental health)
- Business and voluntary sector
- Poverty and unemployment
- Safeguarding
- Domestic abuse
- Education and learning
- Crime and antisocial behaviour

3.13.4 We will also consider the impact on different groups within the community, based on the nine protected characteristics, to ensure that our responses are effective in meeting any disproportionate impact.

3.13.5 Working with partner organisations, we will ensure that the collective impact is understood so that effective joint responses can be planned and implemented.

### 3.14 **Making the most of new ways of working**

3.14.1 The pandemic has required us to work differently to adapt and meet the needs of our community. We have rapidly developed new ways of delivering essential services whilst meeting social distancing requirements, our staff have been flexible in taking on new responsibilities and home working has become the norm.

3.14.2 Pre lockdown, the council was already in the process of a large-scale transformation programme to deliver better outcomes for the community whilst meeting the challenges posed by reducing financial resources. Our vision is to transform the way the council works by 2022, aligned to the move to the new town hall in Whitechapel. This vision is guided by three underpinning principles:

- Working in **partnership**
- A focus on improving **outcomes** for the community
- Using **digital** technology to improve the way we provide services

3.14.3 Much of the change that has come about in response to the pandemic contributes positively to our longer-term vision. The imperative to transform is, if anything, stronger given the combined effect of new needs emerging from the pandemic and the financial impact. As we come out of lockdown and the pandemic subsides, the council will need to consider how some of the new ways of working that have emerged can be made permanent, to accelerate progress towards our transformation vision, meet the needs of our community, and respond to a challenging financial position.

3.14.4 We have identified a number of opportunities to improve the way we work, by making some of the changes introduced during the pandemic permanent. These opportunities include:

- Embedding flexible working in our workforce to improve productivity whilst reducing our office estate in preparation for the move to our new town hall. This includes staff working from home or other locations (potentially including partner office space) and using new technology for virtual meetings.
- Delivering services differently to our residents using technology, giving greater flexibility so that people can access services in the way that suits them, without having to travel to council buildings. We will continue to ensure that those residents who cannot access services digitally can continue to do so
- Better integration of services both within the council and with partners, such as the new integrated discharge hub which is a partnership between the council's adult social care service and the NHS.
- Making the most of opportunities to work alongside the community and voluntary sector to make the most of strengthened community networks that have emerged during the pandemic, and the increase in volunteering.



- The shift away from motorised road transport brings an opportunity to accelerate progress in our liveable streets programme, with environmental benefits from reductions in pollution.

### 3.15 **The financial context**

- 3.15.1 The government has recognised some of the immediate financial pressure that the COVID pandemic has placed on Local Authorities and has provided additional funding. It has also routed financial and direct support for other areas of the community through Council processes e.g. business rate reliefs and grants and hardship funds for vulnerable residents and the creation of a Community Hub model.
- 3.15.2 In total in excess of £200m of additional funding is anticipated by the Council of which £185m is in respect of grants and reliefs to individuals and businesses in the borough. £19.4m has also been provided as the Council's share of a £3.2Bn national allocation to Local Government to support more generally additional council costs in relation to the pandemic. On 13 May a further national allocation of £600m was announced without further details, although it is now understood that this is to be targeted at care homes through an infection control fund.
- 3.15.3 Whilst the level of resources provided have been significant there remain key challenges for the Council as lockdown is eased and opportunities to move forward as set out above are taken.
- 3.15.4 The Council's budget monitoring processes during 2019/20 have highlighted a gross in year overspend in the order of £26m, £14m of which can be supported through the drawdown of earmarked reserves for items delivered as intended during the year, the remainder will need to be met from General Reserves or reallocation of other earmarked reserves.
- 3.15.5 In part this overspend has arisen through the slippage or non-delivery of agreed savings together with pressure on service budgets particularly in the Children and Culture and Health Adults and Communities areas. Some of the demographic pressures in C&C and H, A & C have been addressed in the budget setting for 2020/21 although the impact of the pandemic on demands for those services means that the assumptions used to estimate those impacts have now altered. There is an urgent need therefore to ensure that budget failures are not continued in 2020/21 requiring prompt and robust action by budget managers.
- 3.15.6 However, there are further impacts on the Council's finances arising from changes to the core income sources used to support the budget i.e. Council tax and Business Rates. Both of the underpinning tax bases are changed as a result of the COVID situation making budget planning on a medium-term basis even more difficult than has been the case in the past.

- 3.15.7 The provision of almost £100m of business rate reliefs and grants has provided a welcome relief to many of the businesses in Tower Hamlets and, it is hoped, will avoid wholesale business failures in the industries targeted – retail, hospitality and leisure, however the impact of COVID on the business rate taxbase and through business failure, will be difficult to determine until much later in the budget cycle. The interaction between the Council's tax base and that of other London Council's is also intrinsically linked through the participation in the London Business Rate pool making projections even more difficult to make with any degree of accuracy.
- 3.15.8 The impact on the Council tax base is similarly significant and arises from a combination of the following factors:
- A reduction in the income collectible and tax base as people lose their jobs and become in receipt of benefits;
  - An increase in the cost of the Local Council Tax Reduction Scheme as a benefit to those becoming unemployed, reflecting that the Council's 100% scheme provides for up to the full value of the Council tax liability to be met from the scheme;
  - A reduction in the collection rate and increase in bad debt as people struggle to pay their bills on a reduced income or facing increased costs themselves;
  - A reduction in the level of assumed growth in the taxbase, used when setting the budget, as the construction industry and home moving were paused at the start of the pandemic
- 3.15.9 These impacts on the Business Rate and Council tax income streams are initially reflected in the 2020/21 Collection Fund but will present a significant negative impact on the 2021/22 and future years' budgets as an assumed collection fund deficit in the order of £30 - £40m is currently estimated and will need to be recovered.
- 3.15.10 These challenges would, on their own, be difficult to manage and this will exacerbate a situation where the Council both wishes to and needs to adapt the offer to residents and other stakeholders to reflect the opportunities and requirements of the area as we emerge from the lockdown.
- 3.15.11 In the short term the deferral of the Fair Funding review, Business Rate Revaluation and proposals for changes to the Business Rate Retention Scheme until 2022 give a further year of respite from even more financial turbulence but clearly, on a medium-term basis, will also need to feature in the Council's planning.
- 3.15.12 In addition, the council will have experienced a reduction in income from activity that has been ceased or scaled back during the pandemic- for example parking enforcement and commercial waste services. (work is ongoing to quantify this, and we hope to include further information in the final Cabinet report.)

### **3.16 National and local priorities and a new landscape**

- 3.16.1 The final strand of our plans ensures that the council's priorities are revisited to ensure that they are aligned to emerging local needs as well as regional and national policy.
- 3.16.2 Ensuring that the council has a clear set of priorities underpinned by plans that are affordable, sustainable and demonstrate best value will be critical if we are to continue to deliver the outcomes that our community should expect.
- 3.16.3 Key to this will be establishing the council's role in facilitating connections and building capacity in the community to meet need, alongside our roles in delivering and commissioning services.
- 3.16.4 We will, as an output from this strand of work, deliver a renewed strategic plan and Medium-Term Financial Strategy, underpinned by renewed plans for transformation, workforce and communications, in Summer 2020.

## **4 EQUALITIES IMPLICATIONS**

- 4.1 The Covid-19 pandemic has impacted on our community and we expect that the impact will continue for the foreseeable future. Our plans will ensure that we understand and respond to this impact in both the short term (continuing pandemic response) and longer term (dealing with the impact.) It is likely that some of the impacts will be felt more severely in some parts of the community.
- 4.2 The full impact of the pandemic and therefore its equalities implications, are not yet understood, but our plans will ensure that we are able to respond appropriately to mitigate adverse impacts.

## **5 OTHER STATUTORY IMPLICATIONS**

- 5.1 This report sets out how the council will respond to the current and emerging Government guidance in relation to recovery from the Covid-19 pandemic. This guidance is referenced more fully in section 3 of the report.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 The extreme financial turbulence experienced and anticipated from the response and recovery phases of the COVID-19 pandemic cannot be underestimated and needs to be recognised as both a key risk and enabler to the aspirations set out in this report. Only through rigorous processes of budget management, prioritisation and control will the Council's overall financial position remain stable through this period.
- 6.2 It is important that the Council understands its increased costs and is able to present them to government to demonstrate and support its claims for additional expenditure to be fully funded.
- 6.3 The direct financial effect from COVID-19 response related expenditure, reduced income (including Business Rates, Council Tax and fees/charges) and the implementation and timing of agreed savings will need to be monitored throughout 2020/21 and fully reflected in the 2021-24 medium term financial strategy (MTFS).

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1 The Council will need to consider whether changes to employee's terms and conditions will be required to take into account any proposed variation of terms such as working hours and location.
- 7.2 With an increased need for home working remaining in the longer term the Council will also need to have regard to health and safety implications in respect of home working equipment and facilities and review current procedures accordingly.
- 7.3 As the Council increases the level of services it provides again as part of reconstitution, the Council will have to have regard to the ability of its contractors to restart service provision and potentially make allowances under the contract. Many of the Council's contractors have furloughed staff and made other arrangements in order to protect themselves from costs. Therefore, the Council must liaise with business (including the potential of altering existing contracts) in order to effectively manage the reconstitution process.
- 7.4 The Council must have continuing regard for PPN/02/20 which is central governments advice regarding the protection of contractors who have been affected by the COVID epidemic in any reconstitution process as the financial effect of the contractors caused by the epidemic may extend after the point when full service provision is resumed.
- 7.5 It is likely that the Council will need to purchase further or different services in order to facilitate the reconstitution process. This needs to be planned significantly in advance as the Council will still have to follow its constitution and the procurement law as regards such purchases as it is unlikely that any exemptions to procurement would apply.
- 7.6 The Council will have to have due regard to people who have a protected characteristic for the purposes of the Equality Act 2010 when determining reconstitution actions and in particular ensuring that such persons are not adversely affected by any reconstitution measures when compared with people who do not have the relevant protected characteristic.
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## **Linked Reports, Appendices and Background Documents**

- 'Getting Back to Business', HM Govt 2020  
(<https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy>)

### **Linked Report**

- Tower Hamlets Together: Our response to Covid-19 (Cabinet, June 2020.)

### **Appendices**

- Appendix 1: Schedule of when key services are expected to reopen

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

**Officer contact details for documents:** N/A

## Appendix 1- schedule of services coming back into operation

***This appendix lists the core services and functions that have been temporarily closed, or significantly scaled back, as part of our response to Covid-19, and gives an indication of when they will be returned to operation. Please note that this is an indicative schedule which may change dependent on emerging government guidance.***

*From May 2020 (in line with 'Step One' in Govt guidance)*

- Statutory planning and building control services requiring site visits (required as construction industry returns)
- Direct support to schools, initially focussed on returning capacity from June
- Non-urgent assessments and reviews in Adult Social Care (note expected increase in demand as NHS restarts non-urgent services.)
- Assessment of Disabled Facilities Grant applications (note need for PPE to facilitate home visits.)
- Face to face engagement with children, young people and families in Children's Social Care (responding to potential safeguarding issues as we come out of lockdown- note potential PPE need/ social distancing measures.)
- Capital delivery of schemes including Town Hall, housing, other infrastructure projects- subject to review of continuing viability and affordability post lockdown
- Commissioning and procurement programmes (with review of non-essential projects)
- Core IT projects including future sourcing, cloud migration, upgrade of finance and HR systems Handling of member enquiries, starting with urgent cases.
- Restore functions that have been put on hold including but not exhaustive
  - Contract management
  - HR- Recruitment, casework, priority reorganisations, staff awards and recognition, apprenticeships
  - Internal audit, anti-fraud and risk management
  - Communication planning - focussed on reconstitution and recovery plan and revised corporate priorities
  - Relevant transformation programmes refocussed and prioritised
  - Strategic planning, data collection and reporting (inc statutory), performance management and improvement, partnership boards refocussed on recovery and priorities
  - Strategic Financial Planning and statutory elements such as annual accounts production
  - Committee meetings to be run virtually- 'Regular' Executive/Mayoral decision processes, MAB, IMDs for admin/urgent items, licensing subs, SDC/DC, Other meetings where required e.g. Audit Committee 13 May to sign off Accounts, Call-in through OSC meetings
- Other essential support functions to be restored in a phased approach

*From June 2020 at the earliest (in line with 'Step Two' in Govt guidance)*

- School catering and cleaning (in line with reopening of schools)
- Parent support services

- Children's centres universal offer
- Full trade waste service (as non-essential retail begins to reopen)
- Parking enforcement
- Trading Standards (full service resumes in line with reopening of non-essential retail)
- Registrars (in line with government guidance that small weddings will be able to take place.)

*From July 2020 at the earliest- in line with 'Step Three' of the Govt guidance*

- Idea Stores- with social distancing measures in place. Appointments system for IT workstations and controlled entry for book browsing/ loans. Possible click and collect service.
- Energy visits to households
- Remaining Amenities in parks- e.g. cafes, pavilions and hired buildings, where social distancing measures can be put in place
- Community events and exhibitions
- Immunisations and screening in schools
- Leisure centres- facilities to reopen where social distancing measures can be put in place.
- Play equipment/ outdoor gyms in parks (with enhanced hygiene measures)
- Return of all committees with physical meetings where appropriate
- Public access to meetings and participation (maintaining social distancing.)