

Appendix B

Summary of services to be resumed

Assumed date for service resumption	Service	What's changed/what's needed	Risks/mitigations
3rd June 2020	Romford Market	Layout Loading/Unloading arrangements On Site Facilities	Layout of stalls to enable distancing Stalls that have access by more than one side need to be taped off to encourage access via the front of their pitch only. Floor markings Clear aisles Safe distancing requirements - where this proves difficult affected traders will be given time slots for specific vehicles to unload. Public to be encouraged to use the side aisles to avoid contact through the middle of the market whilst traders are loading and unloading Toilets should be open for traders use only. Additional fencing will be used around the more public intensive area such as in front of the Fruit & Veg stalls. Additional bins and regular emptying.

		Communications plan Risk Assessment	Seating areas around food stalls to be removed.
1 June 2020 (phased)	Schools	Planning for phased return of some school year groups (from 01/06/20) and early years provision/coordinated recovery plan and clear local guidance with local schools PPE and sufficient sanitiser stocks for schools/early year providers Clear communications Trade Union position	• Pressures of potential significant pupil growth related to relaxation of lockdown and increased demand for school provision from key/critical worker parents • Risk assessments being completed by each school and early years provider • Regular deep clean of all areas • Finance to cover additional costs • Availability of sufficient staff • Coordinated cluster activity • Clear communications for parents, staff, pupils and Trade Unions • Provision of PPE for staff where appropriate
1 June 2020 (phased)	School Catering	Continuing to offer reduced service based on small numbers of vulnerable children and children of key workers in school. Continuing to offer daily/weekly food packages for benefit related FSM children not accessing national/local voucher system. Planning for phased return of some school year groups (01/06/2020), including re-introducing hot meal offer where possible.	• Risk assessments being completed by Catering team for each school • Provision of PPE for staff where appropriate • Option to bring back furloughed staff if demand increases • Review delivery of service from 'hubs' if demand and numbers remain low

18 May 2020	Housing Lettings	Start letting of properties that have been offered and accepted and those that are shortlisted.	• Symptomatic households will be delayed for 14 days • PPE for applicants/staff • Key safes installed • Electronic document signing. • Void works completed in advance.
18 May 2020	Housing Repairs and voids works.	Start to carry out non-urgent repairs.	• Prioritise external repairs where social distancing is easier. • Contractors use PPE • Clean surfaces before and after. • Following “Working in other people’s homes” guidance.
26 May 2020	Housing Lettings	Start advertising properties through CBL.	• Viewings to be limited to one household at a time. • Following “Working in other people’s homes” guidance
18 May 2020	Mutual exchanges	Recommence the mutual exchange authorisation process	• Following “Working in other people’s homes” guidance.
15 June 2020	Housing Estate Cleaning	Service frequencies for internal mopping of communal areas have been revised from fortnightly to monthly Staff are to be provided with A boards / signs to highlight their working areas Protocol to stop officers entering lifts if others are present. Hands sanitised before putting on PPE Disposable gloves to be used whilst wiping down surfaces.	Covid19 specific Risk Assessment in place covering surface contamination risks, spills and contact with infected persons. Agreed with recognised trade unions.

		Training to be provided in safe removal of gloves and other PPE. All blue roll and gloves to be double bagged once each block has been cleaned.	
1 June	Libraries	Staff baseline planning (assessing service for loss of staff shielding or with underlying health conditions) Screens at each front counter Service check of each self-serve machine and replacement/repair if needed Public-facing comms including design/print Significant increase in need to support and supply housebound/shielded residents, requiring increase in volunteers Potential for a need to upgrade PCs at libraries to provide enhanced facilities for transactional council services or “virtual” face to face contact via webcams Cleaning regime for the public access PCs to be agreed	Anticipated significant decrease in booked meeting space will reduce income projection for the year.
TBC – Overall Phased 8 June 2020 – Pre-school setting re-starting following Government guidance with a reduced number of children.	Fairkytes	Arts centre remains closed and layout of the building means social distancing will be difficult. Directional signage will be needed and limits put on class sizes. Cash handling will not be allowed at Fairkytes on resumption of service unless govt/Council guidance is to the contrary. Alternative payment methods are being scoped. Chip and Pin is available. Phased re-opening proposed in categories of users: a. Individual ‘business’ hirers – such as	Significant audience using Fairkytes before COVID-19 are likely to fall into category of residents who will need to shield for extended period. This will affect uptake of classes when services resume. The risks and mitigations will vary depending on the category of user. An artist who hires a room that is only used by that one artist is completely different than for a group of 30+ children attending a dance or arts session run directly by Fairkytes. Risk and mitigation plans will be

		artist, photographer, AddUp, Pre-school setting who hire a room/s on a permanent basis. Given these are individual 'businesses' they could recommence in the near future in line with Government guidance for office/business environments. Their numbers of people are either 1 or 2 so social distancing in their room/space is not an issue. b. Private hires – either on a regular basis e.g. weekly such as a dance class or as a one off e.g. birthday party hire c. Clubs and societies hirers d. It is unclear when direct activity provision e.g. adult termly courses, children's after school/holiday activities, Fairkytes Live will be able to resume.	developed in the broad categories of users as identified in the adjacent column
TBC	General Health and Wellbeing Activities – Sports and Arts Development	Arts and Sports Development sessions have transferred to being delivered online in a limited format during the closure period to date. No other activities have been delivered. Subject to Government advice and guidance, with risk assessments and control measures in place to comply with the advice and guidance, physical activities should recommence in due course. These arts and sports sessions are delivered from a variety of locations, some owned by the Council, others in other ownership that are	Some participants, for example those at Latin and American Ballroom Dancing sessions, might fall in to the category that are required to shield for an extended period. Activities would not run where they are unviable financially – for example, if numbers of paying participants is restricted due to social distancing and the income does not then cover the expenditure. There might be additional risks with ensuring cleaning is in place at facilities that

		either hired, or delivered in partnership with the facility owner. Some activities are held outdoors.	are not Council owned but used for arts and sports development activity. This would need to be considered and reviewed prior to using those facilities for activity.
Early July for gyms Early July for gyms and swimming based on current Government and Swim England advice August for other activities within leisure centres.	Sports Centres	The council's leisure centre provider, SLM, is planning to be able to reopen centres within a one-week preparation period. SLM are preparing for the likely re-opening of gym and swimming pool facilities if government guidance allows in July. Social distancing restrictions with public signage will be in place throughout and direct communications will be in place with members and general public to inform them about changes to services. Cafes will remain closed at all facilities until it is safe for them to re-open. Construction work has resumed on the new Harrow Lodge Leisure Centre , however due to a site closure of four weeks and sub-contractor availability upon return to site, the opening of the new Harrow Lodge Sports Centre will be delayed. The new opening date will be dependent on how quickly the construction resumes to full capacity or otherwise.	SLM has robust plans from a financial perspective to remain solvent but a prolonged closure into the autumn and beyond will affect the national sports and leisure market.
TBC	Leased Premises	The Council has many properties leased to groups, organisations and community associations.	There is a risk if lease holders do not follow the Government guidance and advice and re-open the facility. If that situation

		The Legal advice is that any decision with re-opening the leased facility rests with the lease holder and it is not a decision for the Council to take. However, as Landlord, the Council will request confirmation that the appropriate measures are being taken and the Government guidance followed with risk assessments and control measures in place prior to re-opening these facilities.	becomes known to the Council, then contact will be made with the relevant lease holder to address the situation.
Autumn	Community Events	Langtons Summer Concert and Havering Show will not be able to go ahead in current formats. Planning underway for replacement events in late summer if the situation with COVID-19 allows. These events will be part of the council's recovery strategy.	
1 July 2020	Adult Social Care Day Centres – in-house provision	Day centres have been closed since the end of March / early April 2020. Review government guidance on social distancing from 1/6/2020, and through June 2020 H&S review of centres, to review how many service users can be safely accommodated whilst social distancing measures are in place. Staggered return of centre users to be planned, including changes to previous scheduling to maximise the number of people who are able to return. To plan on segmenting groups of service users to attend on particular days, to reduce the risk of infection/transmission of	Current and ongoing mitigation: Continue regular outreach with all centre users and their families. Visits to particularly vulnerable centre users/families in their homes, including supported activities outside of the family home to alleviate carer stress Staff to wear appropriate PPE for any interactions with service users. Centre users to be encouraged to wear PPE e.g. face masks, however compliance may be difficult due to the nature of the client group.

		COVID-19. To consider regular testing of centre users if possible and a mechanism can be established to do so safely, minimising user distress. Staff rota-ing to also be considered (ie not all staff to work each day physically in the centre – staff group split to work in groups so that reduces the risk of infection/transmission of COVID-19), and routine of staff testing to be considered – such as weekly if possible to ensure early notification of any staff who tests positive. Centre users to be prioritised for return, based on e.g. assessment of risk: - Carer stress / risks in home environment - Assessment of whether able to maintain social distancing (including wearing of PPE and ability to understand/act on good hygiene practices – such as hand washing) - Response to staff (including transport staff) wearing PPE – face masks and other ED to be completed mid-June 2020 setting out the planned/phase reopening	As part of the service recovery work, we are also developing a 'stand down plan' to plan for future closures of services linked to an increase in the rates of community transmission of COVID-19 Risks: If community transmission starts to increase again, there is a risk of COVID-19 beginning to spread amongst centre users and staff.
1 July 2020	Adult Social Care Day Centres – external provision	Day centres have been closed since the end of March / early April 2020. Review government guidance on social distancing from 1/6/2020, and through June 2020	As above.

		JCU to work with external day centres as above	
	Visits to Adult Social Care Clients	Review of government guidance on social distancing and ADASS / DHSC advice. To note, emergency visits have been maintained throughout the emergency period (particularly for residents who have not previously been known to the service), and including responding to Safeguarding Adult referrals. Many interactions with service users / residents that would normally have been undertaken face to face have been moved to telephone or video conferencing. As part of service recovery work, we are reviewing whether this approach can be mainstreamed where possible whilst having due regard to statutory duties and responsibilities set out in the Care Act 2014, the Mental Capacity Act 2005, the Mental Capacity (Amendment) Act 2019, and the Mental Health Act 1983 as amended in 2007. Increased Assistive Technology solutions around how we interact with users of services are being considered.	Mitigations – current and future ASC has maintained a rota of staff who are able to undertake home visits in the usual way. We are also working closely with providers (such as home care) over any concerns about the users of services. Day centres (as above), both external and internal have stayed in touch with their users of services as well. Staff to wear appropriate PPE for any interactions with service users. As part of the service recovery work, we are also developing a ‘stand down plan’ to plan for future closures of services linked to an increase in the rates of community transmission of COVID-19 Risks If community transmission starts to increase again, there is a risk of COVID-19 beginning to spread amongst vulnerable residents in receipt of homecare and /or staff

TBC	Hedley Close Youth Offending Centre	Continues to operate with significant reduction of staff on site since lockdown. A limited number of staff are still working from the office, but on a rota basis to ensure compliance with social distancing. Services are engaging in contact with clients and stakeholders across a range of mediums, including using Skype, Zoom, telephone and Whatsapp.	• Appropriate PPE, in place and appropriate transitional social distancing rules in place. • New public health guidelines in place. • Regular deep cleaning.
TBC	Replacement front door for Social Care (replacing the PASC)	PASC provision has been temporarily delivered via the Youth Offending Service offices at Hedley Close and this will need to be considered as part of a whole Council review of public facing contact services.	• Review of front door options via wider corporate approach. • Appropriate PPE, in place and appropriate transitional social distancing rules in place. • Identify if elements of front office may be conducted remotely.
TBC	Visits to Children's Services Social Care Clients	A limited number of staff are still working from the office, but on a rota basis to ensure compliance with social distancing. Services are engaging in contact with clients and stakeholders across a range of mediums, including using Skype, Zoom, telephone and Whatsapp. Whilst supportive, the lack of direct face-to-face contact and not being able to deliver support and interventions places a risk for families in getting out of crisis and critical situations and also a risk to the Council in how it delivers against statutory duties, albeit faced with unprecedented mitigating circumstances.	• Greater access to protective equipment until vaccine confirmed. • All staff equipped with Smart Mobile phones equipped – whatsapp enabled across all. • Have a greater range of mobile communications corporately, such as Zoom and Teams to enable better integration with other agencies • Appropriate initial public access contact arrangements which dovetail with whole Council approach

		Likely to be considerable demand (disclosures of abuse, domestic abuse surge and agency “catch-up” referrals as lockdown relaxed and communities move to a new “normal”. Requirements - Suitable office spaces for key staff unable to work from home, PPE, timely testing, comprehensive Corporate HR policies to support staff.	• Consider introducing independent reviewing for child in need work. • Full use of developing national guidance.
TBC	Children Centre Services	A limited number of staff are still working from the office, but on a rota basis to ensure compliance with social distancing. Services are engaging in contact with clients and stakeholders across a range of mediums, including using Skype, Zoom, telephone and Whatsapp. Key direct services have centred on ante/post-natal health clinics and direct work. Likely to be considerable demand eg disclosures of abuse, domestic abuse surge, increase workless households and agency “catch-up” referrals as lockdown relaxed and communities move to a new “normal”.	• Appropriate PPE, in place and appropriate transitional social distancing rules in place. • New public health guidelines in place. Such number of residents permitted in buildings at any one time. • Regular deep cleaning. • Increase range of online/remote services to children and families. • Opportunities to exploit fast-tracked corporate community hub work to integrate a broader range of council services with community involvement.
TBC	Youth Services	Reports of increased child and criminal exploitation and as Children’s Centres. Also, consider greater detached youth work.	• Review of front door options via wider corporate approach. • Appropriate PPE, in place and appropriate transitional social

			distancing rules in place. Identify if elements of front may be conducted remotely.
TBC	My Place	As per Children's Centres	As per Children's Centres but also key to consider mechanism to sustain income to ensure service viability.
Currently on site	Housing construction sites and planned maintenance contracts	Restarting work on construction and maintenance sites	Contractors following safe working on construction site guidance.
Currently on site	School construction sites	The construction industry has been impacted significantly across the country by the current COVID19 crisis. All works currently on site are impacted / delayed to some degree. Some sites in Havering had closed but have now re-opened. These include Nelmes and Marshalls Park. Others, although they did not close reduced staffing levels with skeleton attendance including Brady, Crownfield Junior and the DFE scheme at Royal Liberty.	In terms of schemes 'at risk' where risk is the likelihood of insufficient capacity being available for any new pupil intake this September, there are two schemes we would consider at risk. These are Marshalls Park and Bower Park. We have liaised with the school and contractor in relation to Bower Park and have agreed a plan to ensure sufficient capacity for September, however, there is still a significant risk that the overall project programme will be extended. The Marshalls Park site has now re-opened, although there will be a delay to September completion. Mitigation measures are currently being explored to create contingency spaces.
Currently on site	General construction sites	As above, all works currently on site are impacted / delayed to some degree. The current COVID19 crisis has also changed the way that the council view its corporate estate and in particular its office	The Mercury House Refurbishment project has been put on hold until the council decide on an agreed corporate estate strategy. A number of buildings have been closed during this period and therefore an agreed re-opening strategy will need to be

		accommodation.	established.
Currently on site	Roads Programme	Highways contractor, Marlborough, have been advised to work on a revised priority list. Social distancing measures in place and managed by the contractor's management team.	
TBC	Parking Services	Staff deployment currently reduced with some officers redeployed to work in Covid19 compliance team. Focus on more serious contraventions. Staff advised to ensure social distancing when out in the borough. PPE to be worn, staff advised to use hand sanitizer before putting on and after removing gloves. Direct deployment to area of work being explored to reduce need to return to office environment. Parking charges not currently in place and free parking in council car parks and on street. No enforcement in residential and business bays allowing key worker parking.	Angel Way Car Park office not suitable for full deployment of staff, impossible to social distance. New deployment base/alternative arrangements required.
8 June 2020	Grounds maintenance	Staff deployment currently reduced with some employees supporting Bereavement Services and others supporting street cleansing/waste operations. Other staff have been self isolating/shielding. This has had an impact on service frequencies and standards. Staff advised to ensure social distancing when out in the borough.	When working officers are advised to ensure a safe distance from each other. Any handling of litter/detritus to be done using correct PPE.

		PPE to be worn, staff advised to use hand sanitizer before putting on and after removing gloves. Reduction in the numbers of staff in vehicles to comply with Social Distancing.	
8 June 2020	Street cleansing	As demand has been less with fewer members of the public outside in town centres and residential streets there has been a reduced level of deployed staff, with officers re-deployed to support other services and/or shielding due to Covid19 related health risks. As demand increases service rotas will return to previous levels to meet the demand. A further operational return report will be drafted.	Staff advised to ensure social distancing when out in the borough. PPE to be worn, staff advised to use hand sanitizer before putting on and after removing gloves
1 June 2020	New Enforcement and Safety Service	Staff deployment currently reduced with some officers redeployed to work in Covid19 shielding team. Staff advised to ensure social distancing when out in the borough. PPE to be worn, staff advised to use hand sanitizer before putting on and after removing gloves.	Full enforcement requires a level of additional training for staff which may be delayed due to COVID19 restrictions, delaying staff being able to adopt full enforcement duties. New structure launched on 1st June 2020 with officers having moved into new structure. Full duties being undertaken once training completed as per the above.
TBC	Building Reopening and Facilities Management	Social distancing guidelines have reduced occupation capacity by approx. 75% requiring prolongation of remote working and potential longer term closure of some buildings.	Signage, floor markings in high risk areas, including entrances, lobbies, breakout space, washrooms, lifts and staircases 'disablement' of workstations, changes to

		Needs include: Building-based risk assessments and risk control measures. ICT support in form of Smart Working infrastructure (e.g. single tenancy), rollout of O365 functionality and training, transition to paperless/less-paper to reduce reliance on office files, print solution HR support in form of revisions to policies, review of contractual position re. homeworking, management training, staff welfare and wellbeing support.	breakout areas. One-way systems and revised arrangements for cleaning, evacuations and first aid cover. Need for floorwalkers/marshals. Dispensers, anti-bac wipes. Agreement on funding to support ongoing Smart Working rollout programme and specific projects within
TBC	Passenger Transport	PTS demand for Home to School routes has significantly decreased during Covid but some SEN facilities have remained open to support key workers. Surplus PTS resources have been used to provide deliveries from the Hornchurch Hub providing food and PPE to vulnerable residents and care settings, 7 days a week.	SEN is expected to be one of the last elements of schools to be reinstated due to vulnerable nature of client group. Social distancing on SEN buses may necessitate additional routes due to reduced capacity on each vehicle. If the return of SEN routes coincides with a peak in demand from the Hub e.g. spike in PPE requirements, PTS resources could be strained but risk is mitigated by PTS core work being undertaken at set times, enabling Hub to be resourced outside of these times. Some vehicles already have protective screens fitted but others will require retro-fitting.

I July 2020	Debt Collection	During this time we are applying a light touch to the recovery of debt (no court action and no use of bailiffs) – and considering each case individually. We continue to monitor this situation on a weekly basis. The service also provides welfare support to customers who cannot pay. The service provides advice and guidance and support customers who are having difficulties and helps maximise benefits and sign posts to various organisations that can help before debts become unmanageable. Moving forward (possible when lock down starts to ease more generally) there will be a need to recommence debt collection work. Recommended date – 1 July 2020.	Loss of income and loss of income related activity e/g bailiff's fees. Unable to meet income targets due to inactivity of bailiff work. Increase in debt within the community with potential inability to pay / collect at future date leading to increase in debt right offs.
TBC	Employment and Skills	Project service provision demand and plan increasing return based on unemployment data – within current £90k grant-funding available. Bring staff resource back from redeployment activities in response to demand - slow build up expected. Minimise face-to face, employ smart working and virtual engagement. Where unavoidable, establish safe locations implementing social distancing. Ensure staff	Minimise to the lowest level of risk possible Impact on those living with others that have underlying conditions Clients not able to undertake virtual meetings PPE- availability of appropriate PPE and training in its' use for staff and Client, if face to face the only way Funding - ensuring the funding matches

		have access to appropriate PPE in these situations and know how to use it.	expenditure Demand increases but grant funding ceases. Need to consider alternative sources of funding. Employment and Skills Plan outcomes are at risk from shortfalls in funding.
TBC	Joint Commissioning BAU	Quality team has been unable to visit homes and agencies. Guidance awaited from CQC on the way forward. Some projects and commissioning exercises have been suspended largely where dependent on wider input, disrupted by COVID 19 demands. As services and wider organisations come back on line initiate projects and commissioning exercises again as soon as possible.	Delay to improvements and/ or savings where they are impacted by projects or commissioning exercise delays – initiate work as soon as possible and keep finance and other stakeholders informed of impacts Quality drops in care homes – continue with regular contact and desk top checking. Maintain links with CQC and other stakeholders. Continued role as PECC impacts on the ability to re-start projects – ensure that this is monitored and identify issues as they arise. Prioritise any work that delivers savings or is imperative in regards to statutory requirements.

NB Services not listed have largely continued through the pandemic crisis.

Appendix C

New Services Transitioning into Business As Usual

Assumed date for launch as business as usual	Service	What's needed	Risks/mitigations
TBC	Distribution Hub (Food)	• Getting the right items to the right person at the right time. • Provision of on-going parcels to vulnerable residents on a one-off basis (currently c40-50 parcels per day). • Suitable premises (building and yard). ◦ storage space, refrigeration, deliveries • Hub management/operations. ◦ continuity, experience, interactions ◦ infection control, social distancing • Relationship with LOTI and Lists. • Receipt of newly delivered supplies, warehousing, picking/packing, onward delivery to individuals. • Staff – pickers/packers (4xFTE [no cost]), admin (1xFTE) and manager (1xFTE). • Transport vehicles/drivers. ◦ dovetail with school runs • Development of a network (online hub?) for local food retailers to provide supplies to those who can pay and can't access supermarkets/Shield food support. • An exit strategy for provision of support to: ◦ residents who can pay for their own food	• Running well at present – changes bring risk. • Significant implications if the Hub goes wrong (reputational etc.). • Budget for picking/packing staff. Volunteer resource will still be available when leisure centres recommence normal operation (3 seconded colleagues - monthly payroll cost up to £10K pcm). • Hornchurch sports hall and squash courts alone lose £15K in income pcm being out of service. • Alternative premises or options for the provision of food – could we work with local wholesalers, LFA or vacant warehouse/community space? • Network of local food retailers to step in for those who can pay – helps to prop up local business and potentially manages a second peak. • No immediate solution to the DH return to BAU, although discussions are on-going via DH Bronze and options are being sought

		○ food banks • Finance and performance team support (½FTE) to the maintaining and management of dashboards and financial operations, including monitoring of procurement spend, cost recovery (NHS, paying 'customer's, food banks etc.) • Procurement support (1xFTE) for ongoing food and household essentials sourcing, as required.	○ Sports Centre main areas unlikely to open for 2-3 months at this time • Proposal for retailer network in progress (distributed warehousing and provision of funded food parcels/self-serve alternatives to supermarkets) – may not be a short-term solution • Finance support remains key to the on-going need for a DH in the medium term – possible these additional costs could be recharged to Cent. Govt? • Procurement support is also an on-going need, although levels of stock are now well managed and less intensive support is required • Risk that Govt could devolve Shield parcel organisation to Local Govt, which would place additional pressures on the back office aspects of this, even if the solution were to be provided by local Supermarkets. Mitigations being evaluated.
TBC	Covid Call Centre (CCC) - Helpline (incoming) - LOTI (case mgt system) - Outbound Calls - Email/SMS - Home Visits	• Ongoing support to the provision of outbound and follow up calls to vulnerable residents. • Initial calls from new additions to NHS Shield lists and inbound calls for support • Follow up food and medication calls • Recording and reporting on progress – use of LOTI and Paris systems for follow up and reconciliation • Finance and performance team support to	• Transfer of outbound (and inbound) call operations to existing Contact Centre. Volumes and additional resources required being evaluated – a report will follow shortly • LOTI training will be required • Finance and performance support needs will be on-going • A 'bank' of volunteer staff with training in LOTI and outbound calling

		dashboards, monitoring and reconciliation of spend and financial • Staff – calls, emails, texts. Additional staff reqd of 10xFTE (either redeployed F/T staff or agency to inflate numbers to meet demand). • Staff – triage (3xFTE), visits (4xFTE), LOTI back office admin (4xFTE). • LOTI to be supported by PPC (Systems Team) but review of capacity needed. • LOTI data reports by PPC (Performance Team) but may need addn resource. • Amalgamation of Covid Call Centre with existing Customer Contact Centre.	knowledge being established to respond early if a second peak emerges. • Significant implications if the CCC goes wrong (reputational etc.). • Impact if reduced data quality or increased Shield list. • Currently still not enough call handlers – ability, availability, mental health. • Budget issues currently mitigated by transferring to a shift system (but longer term costs to be addressed). • Call handler mental health expected to be addressed by appropriate training and integration with existing Customer Contact Centre.
TBC	Distribution Hub (PPE)	• As for food. • Proper audit trail of supply. • Need better statistical evidence for forward planning.	• As for food. • Implications if wrong/defective PPE supplied (reputational etc.). • PPE market uncertain/volatile. • Provision of PPE has impact on staff/ services – health & safety, schools, care providers. • Second (or more) spikes.
TBC	Oversight/Coordination/Supply/Demand/Procurement	• Current central roles maintained and resourced (food, PPE, procurement [1xFTE] etc.) – oversight, management, logistics, PMO, SPU, JCU. • JCU PPE guardian role (1xFTE) to be maintained. • Ability/staff (0.5xFTE) to take payments for food. • Arrangements for payments from	• Further spikes. • Sufficient budget to meet ongoing demand.

		providers. • Ability to predict future demand. • Dashboard/data development/analysis absorbed into PPC / Public Health (1xFTE set up cost in JCU).	
TBC	Care Home Support	TBC Awaiting guidance.	• TBC
TBC	Outbreak Management	TBC Awaiting guidance	• TBC