

Appendix 1: Summary of recommendations to the executive and executive responses
Herefordshire Council's response to the covid pandemic

On 11 June 2021, the general scrutiny committee considered the report 'Herefordshire Council's response to the covid pandemic'. The committee resolved 'That the committee puts forward the following recommendations to the executive with respect to the discharge of council functions in its dealing with the covid response:'				
Recommendation a.	<ul style="list-style-type: none"> That a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis be undertaken for each directorate in order to understand fully what happened, what problems were encountered, the implications of redeployment, and the learning accrued during the pandemic. 			
Executive response	<p>Accepted in part</p> <p>An analysis took place in 2020 covering the response, this will be reviewed and updated by management board.</p>			
Action	Owner	By when	Target/success criteria	Progress
Review analysis undertaken in 2020	CW	30 September	A revised analysis covering 2021	Not started
Recommendation b.	<ul style="list-style-type: none"> That officers collate appropriate metrics to then enable Herefordshire Council's outcomes and performance to be compared with similar authorities. 			
Executive response	<p>Accepted</p> <p>The collation of data is an ongoing piece of work.</p>			
Action	Owner	By when	Target/success criteria	Progress
Agreed metrics that are measured in place	RHJ and NT NS	30 September	Outcomes and performance compared with other LA	In progress
Recommendation c.	<ul style="list-style-type: none"> That a review be undertaken of the gold / silver / bronze crisis management structure and related arrangements to ensure that it is fit for purpose and operations across multiple agencies are streamlined for future emergency situations. 			
Executive response	<p>Accepted</p> <p>Our emergency procedures should be reviewed to ensure they are fit for purpose</p>			
Action	Owner	By when	Target/success criteria	Progress

Review emergency operation procedures	TS	30 September	Revisions identified and a plan for implementation	Not started
Recommendation d.	<ul style="list-style-type: none"> That surveys be undertaken to engage with the public, voluntary and community groups, health and care partners, businesses and other stakeholders in order to understand their experiences of the pandemic and to encourage them to contribute to shaping the future of public services. 			
Executive response	Accepted in part survey This will form part of our talk community response broader engagement			
Action	Owner	By when	Target/success criteria	Progress
Ensure that any surveys undertaken include pandemic experiences	PS	30 September	Feedback from surveys part of consultation processes	ongoing
Recommendation e.	<ul style="list-style-type: none"> That mental health resources and support for council staff and care workers be made as visible as possible, including through the distribution of information cards. 			
Executive response	Accepted Cards are already available for staff in Plough Lane but have not been successfully distributed. Additionally access to support visible via CEX weekly staff update and on intranet			
Action	Owner	By when	Target/success criteria	Progress
E card will be developed	TS	30 September	Staff support visibility	
Recommendation f.	<ul style="list-style-type: none"> That letters be sent to government to highlight: the lack of dialogue with local authorities at critical points, especially in respect of the application of the tier system; the need to address the substantial and enduring pressures of the ongoing pandemic on the costs of service delivery and the consequential impacts on local government finances; supported by the collation of feedback from the health and care sector, the concerns about administrative burdens and restrictive conditions of some grants, especially the infection control grant; and to demonstrate the responsiveness and efficiency of the Herefordshire system in dealing with the challenges at a local level. 			
Executive response	Accepted Once the review of recommendation (a) is completed, the leader will consider what letter to write to central government			
Action	Owner	By when	Target/success criteria	Progress

Letter to central government		CW	29 October		Not started
Recommendation g.	<ul style="list-style-type: none"> That consideration be given to the experiences and evidence base in Herefordshire, informed by the suggested surveys and metrics, for input into the national public inquiry. 				
Executive Response	The council will provide support to the public inquiry when requested				
Action	Owner	By when	Target/success criteria	Progress	
Recommendation h.	<ul style="list-style-type: none"> That consideration be given to the ways in which the council can improve the robustness of its records for all points of contact, including with businesses and with clinically extremely vulnerable groups. 				
Executive response	<p>Accepted</p> <p>For the Covid response Hoople ITC rapidly created a bespoke record system that enabled a co-ordinated response to meet the needs of vulnerable people. Longer term the council is looking to invest in an organisation wide CRM system called "my account". This will enable a record of contact for an individual creating a co-ordinated approach including greater facilitation of feedback on issues users and customers may have. The purchase of the software is part of a capital bid for approval in 2022 but will be subject to value for money test.</p>				
Action	Owner	By when	Target/success criteria	Progress	
Capital bid will be made for the capital programme	NS	8 October 2021	Procurement	Business case in development	
Recommendation i.	<ul style="list-style-type: none"> That the emergency decisions be examined to ensure that the scheme of delegation is working effectively and efficiently. 				
Executive Response	<p>Rejected</p> <p>This has generally worked very well, with a clear scheme in place in the constitution, a weekly publication and attachment to CEX announcements at full council.</p>				
Action	Owner	By when	Target/success criteria	Progress	
Recommendation j.	<ul style="list-style-type: none"> That, as part of the 'Flexible Futures' project, that consideration be given to how the organisation can ensure that it is aware of emerging innovations and technologies that can support new ways of working and provide opportunities for service improvements, enhancing environmental performance, and building back better. 				

Executive response	Accepted The flexible futures project is looking all ways in which IT and configuration of office space can support new ways of working.				
Action	Owner	By When	Target/success criteria	Progress	
Ensure flexible futures project embraces IT	CW	31 January 2022			
Recommendation k.	<ul style="list-style-type: none"> That grant eligibility information available to small businesses be reviewed and updated. 				
Executive response	Rejected "This has been reviewed by the Management Board who are not aware of any particular concerns. Whilst wording can always be improved, it is not considered necessary or good use of resources in this case for a wholesale review to take place. If the Executive become aware of particular causes for concern it will review wording at that time".				
Action	Owner	By when	Target/success criteria	Progress	
Recommendation l.	<ul style="list-style-type: none"> That a roadmap be developed for the potential withdrawal or retention of emergency travel measures that were introduced in Hereford and the market towns for the purposes of social distancing. 				
Executive response	Accepted This is part of the covid recovery work				
Action	Owner	By when	Target/success criteria	Progress	
Review emergency travel measures in Herefordshire	NT	31 January 2022	Review completed	In progress	
Recommendation m.	<ul style="list-style-type: none"> The implications of the pandemic for service delivery, including for enforcement, be added to the risk register. 				
Executive response	Rejected Risks of the pandemic are reviewed by Directors for their own service areas and by the "Silver" covid group as part of the covid risk register. It is not thought necessary at this time to add any additional risks.				

Action	Owner	By when	Target/success criteria	Progress
Recommendation n.	<ul style="list-style-type: none"> That communications to elected members about emerging public health issues be looked at to ensure that it is both timely and can be shared as widely as possible. 			
Executive response	Accepted Communication with members is being addressed by the new chief executive			
Action	Owner	By when	Target/success criteria	Progress
Improve communication to members	PW	31 July		In progress
Recommendation o.	<ul style="list-style-type: none"> That the hard work of management and staff members in coping with the pandemic be recognised formally through a letter from all elected members of the Council. 			
Executive response	Accepted A letter will be drafted			
Action	Owner	By when	Target/success criteria	Progress
Letter sent to all staff	PW	30 September		
Recommendation p.	<ul style="list-style-type: none"> Consideration be given to providing all officers with an extra day's holiday for 2022. 			
Executive response	Accepted An extra days holiday for 2022			
Action	Owner	By when	Target/success criteria	Progress
Will be communicated in letter to all members from recommendation (o)	TS	30 December		