

Appendix B: Interim Delivery Guidance Points (2nd version September 2020)

Process for updating interim delivery plans;

- Heads of Service have revisited interim delivery plans against existing and new guidance points below, extending the timescale of the interim plans to March 2021.
- DMTs to lead on agreeing plans for their respective departments.
- Heads of Service to liaise with corporate support contacts for any additional support/information.

Area	Guidance Points	Support
DMTs/Change Boards are best placed to manage the process of Recovery Planning, given the varied starting points. Transformation Unit Business Partners are available to provide support and to assist with coordination.		
Service Delivery & Continuity	<ul style="list-style-type: none"> • Ensure any immediate requirements for PPE are clear under existing guidance. • Review immediate and future staffing demand and capacity, including the need for recruitment or redeployment to cover vacancies or staff unable to work. • Evaluate the immediate service demand, including any service backlog/step down of need. • Consider Legal Services support for service delivery changes, including need for EHRIAs • Review existing Business Continuity Plans to consider the approach to further lockdown measures and the impact on service delivery. 	Public Health People Services BPs BIS Team Legal Services Resilience Team
Finance	<ul style="list-style-type: none"> • Minimise the cost of Recovery through: <ul style="list-style-type: none"> • Stopping non-essential expenditure including recruitment and wider procurement • Limiting new projects to essential only, including capital • Enhanced monitoring by DMTs in conjunction with support services • Additional costs of essential services to be mitigated within service/Branch/Department budgets wherever possible. • Alternative, more efficient, service options and delivery approaches to be evaluated to reduce cost by: <ul style="list-style-type: none"> • Ensuring cost management is integral to revised action plans 	Finance Business Partners

	<ul style="list-style-type: none"> • Working with support services (CSU, TU, Digital, Finance etc) to identify and progress efficiency initiatives • Minimise support for suppliers/providers whilst ensuring continuity for essential services by: <ul style="list-style-type: none"> • Following supplier payment guidance • Avoiding automatically following Government recommendations (unaffordable) • Maximisation of benefit from Government measures through: <ul style="list-style-type: none"> • Ensuring staff remain furloughed whilst benefit still available • Exploiting the 'sales, fees, charges' compensation scheme • Matching specific grant funding against known cost pressures • Consider the impact of service plans on LCCs insurance requirements • Consider the impact of service delivery on income levels and existing SLAs/Contracts 	
Workplace and Wellbeing	<ul style="list-style-type: none"> • The majority of staff should continue to work from home/remotely where possible. • Heads of Service to continue to assess the need for access to a workplace to support staff wellbeing and productivity. • Heads of Service to ensure all staff continue to adhere to the necessary health and safety guidance in place, have completed refreshed induction process, and have a return to workplace conversation where appropriate. • All meetings should continue to be digital by default, however Heads of Service to start to consider the need for teams/groups to come together face-to-face where essential for wellbeing and productivity. <i>(work is in progress to create safe areas for collaboration within our existing workplaces)</i> • Managers to continue to adhere to the principles within the managers charter ensuring wellbeing and performance are an ongoing priority focus of managers and staff alike (including a correct home working setup) • Consider the ongoing need for changes to staff working patterns/hours to support wellbeing and service delivery. • Heads of Service to support the ongoing prioritisation of technology rollout/training to maintain and strengthen productivity. 	Workplace & Wellbeing Programme Property Business Partners People Services Business Partners I&T Business Partners
Digital Value	<ul style="list-style-type: none"> • Digital technology to be applied in future service design, including to help simplify and automate services and drive down cost. The potential uses of Digital technology to be shared via the Digital Value programme. 	I&T Business Partners / Digital Programme

Environment	<ul style="list-style-type: none"> • Prioritise low carbon options for service delivery and avoid additional carbon commitments. 	Environment Team
Commissioning & Procurement	<ul style="list-style-type: none"> • Ensure up-to-date information on the service supply chain is available in terms of viability and resilience. • Consider the need to source alternative providers or suppliers. • Consider the appropriateness of any immediate tenders or contract renewals. • 	CSU Commercial Leads
Communication	<ul style="list-style-type: none"> • Ensure external communication needs for service recovery (universal vs targeted) are understood and actioned. • Ensure internal communication or consultation needs, including across other LCC services and across LRF partners are understood and actioned. 	Communications Team
Community	<ul style="list-style-type: none"> • Ensure that the service can engage in two-way dialogue with service users and local communities of interest. • Understand the needs and challenges of the VCSE sector and how service can best respond to these issues to assist with ongoing sustainability • Consider role of volunteers in supporting or enhancing service delivery 	Communities Team
Equalities	<ul style="list-style-type: none"> • Ensure that the service remains accessible to all, regardless of disability, age, ethnic origin or another protected characteristic • Ensure that staff are protected from harassment from service users or colleagues • Ensure that equalities processes and policies are consistently understood and implemented across the council 	Corporate Policy Team
Economy	<ul style="list-style-type: none"> • To identify adjustments to service design and service delivery methods that would make a direct contribution to economic recovery, either through the Council's role as a service provider and employer, or through its role in enabling wider economic recovery and growth. 	Growth Unit

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