

## APPENDIX B

**Dorset Council Emergency Planning Service aims to protect the environment, businesses, and communities of Dorset from harm.**

Dorset Council works in conjunction with Local Resilience Forum (LRF) partners to plan, prepare, respond, and assist with recovery for a wide range of emergencies.

### Significant Response Incidents

Date	Event	Description
09/06/2022	Water	Burst water pipe impact on residents – Lytchett Minster
24/06/2022	Cyber	Email phishing scam
13/08/2022	Fire	Wildfire at Studland
08/09/2022	London Bridge	Death of Queen Elizabeth II

**Lessons Learnt** - It is important to ensure that lessons are learnt following incidents, whether within Dorset Council (DC) or at the wider LRF level. Since the last update to committee, a debrief was undertaken to explore lessons learnt from Storm Eunice and Franklin, the Studland fire, and its wider impacts, including the resultant power outages and UXO (unexploded ordnance) issues. Debrief documents are held by the emergency planning team and the LRF, but the key messages are:

**Operations / response** – Good advance preparations led to a well organised response to the storms and Op London Bridge. External out of hours contact arrangements were challenging, requiring DC customer care staff to be mobilised. There was positive joined up work with partners to conduct community door knocking. However, DC inhouse out of hours service has been operational since 1 October '22, implementing a long-standing project. The prolonged response put pressure on a small EP team over long hours, which should be considered by Incident Management Teams (IMT) in future responses of this nature.

**Community Resilience** – Positive engagement with community and volunteer groups. Contact links with the Dorset Association of Parish and Town Councils have been improved. In future incidents, a community cell will be established early on by the IMT to improve the speed of response. A community resilience (CR) working group is meeting across the LRF to improve future engagement. A grant funded Community resilience lead officer post has been created, job advertised, with an expected start in early 2023. This is a shared BCP/DC post.

**Use of data** – Data from the power providers was limited, which hindered identification of impacted households, which delayed door knocking response. Power provider detail and vulnerable person data was quickly mapped and available to guide response. An initiative taking PowerBI dashboard is being explored.

**Incident Management Team / Decision Making** – IMT was effective. Membership of the IMT will in future include business intelligence representation at the outset together with consideration for community and data cells. Gold / Silver / Emergency Planning roles worked together well, including gold leading at the LRF level for the power outages. More support is necessary for long running incidents, and volunteer loggists and other admin staff will be sought.

**Communications** – Timely decision making at IMT allowed early communications, and feedback on social media from residents was positive. The length and intensity of response put pressure on duty communications officers, and in future consideration will be given to standing up further support.

**Partners / Multi Agency Response** – Welfare provision from the power providers was well received by the public. However, developing timely and accurate messaging for communities was challenging, which led to inconsistencies with DC's warning and informing. The LRF has established a data group to look at how future data can be improved. Information from the to enable door knocking in communities, with particular thanks to Dorset & Wiltshire Fire Service. The CR created post will also progress wider community preparedness.

## Lessons Learnt – Covid Recovery

A major incident was called by the Dorset LRF, Dorset Council was one of the Category 1 responders which supported both the Response and Recovery phases of the pandemic. The Dorset Local Resilience Forum closed the response phase on 14 March 2022. This report details all the actions which Dorset Council undertook as part of the Covid-19 Recovery phase of the pandemic response. Dorset Council established a Member EAP which oversaw the work on the council's Covid-19 Recovery process.

The EAP identified a set of actions which needed to be completed to deliver that Recovery programme. The chart below sets out those actions and shows what has been established to respond to those actions, including where these have been moved in business as usual (BAU) processes:

Item	Link to council plan	Presenting	Action update	Action closure
<b>24 June</b>				
Address planning framework to be more flexible and rapid, support businesses quickly, remove backlog	Economic growth	<b>Clr David Walsh,</b> Matthew Piles	Planning service transformation has continued throughout, remaining vacancies to be filled. Backlog to be removed. Enforcement being dealt with sensitively during pandemic. Guidance and support to businesses being issued. Applying listed building restrictions pragmatically and flexibly. Only enforce when good reason. Single point of contact for high street and business queries.	Action completed as part of Planning Transformation BAU
Temporary relaxation of planning so pubs and cafes can make use of outside space	Economic growth	<b>Clr David Walsh,</b> Matthew Piles, Mike Westwood	See above	Temporary arrangement now within sitting out licences BAU work
Support high streets with social distancing. Not one size fits all, tailored help needed. Listed buildings limitations. Work with and support town councils	Economic growth	<b>Clr David Walsh,</b> Matthew Piles, David Walsh, Mike Westwood	Working with town councils for safe opening. Measure implemented for roads, footways. Longer term measures – local transport plan. Guidance published how to comply with government guidelines. Comms; banners, social media. Needs big picture to join up work.	All actions closed our part of BAU work
Impacts on EU exit plans	Economic growth	John Sellgren	Supplies and movement of goods, services, and people. Concern of social cohesion of community relations, pressure, and impact on mental health. Representations made to central government for funding. Covid-19 amplifies existing disadvantage Skills EAP to share findings, opportunities to skill and reskill.	Work now absorbed into work of Commercial Board
Manage tension between visitors and residents while restrictions in place	Staying safe and well	<b>Clr David Walsh,</b> Matthew Piles	Ongoing action plans in place Situation reports can be submitted by councillors	Closed
Financial recovery. financial situation will affect recovery plans. What government funding will be available, what		Aidan Dunn	Modelling for scenarios and Framework being developed Lobbying, government policy (taxation), 'war bond' Review DC priorities in council plan	Closed

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will the council stop doing to meet budget gap				
Hybrid meetings			Hold annual meetings in September as a hybrid. Test out at this EAP 22/7 or 5/8	Arrangements for hybrid meetings now part of BAU procedures as required
<b>8 July</b>				
Impact of long-term shielding on vulnerable people, and on council service provision	Staying safe and well	<b>Cllr Laura Beddow,</b> Theresa Leavy, Vivienne Broadhurst	Wellbeing group being formed. Action plan developed. Helpline will continue. Learning has been captured. Dashboard produced to show progress. Update 5 Aug: This work has now been paused in line with government guidance to shielded people. If this activity resumes, it has been agreed that the Dorset Intelligence and Insight Service (DiIS) will develop this reporting capability alongside the other Covid-19 reporting that they currently provide	Closed
How to open schools fully in September with social distancing. Transport, classes. Impacts on students	Strong, healthy communities	<b>Cllr Andrew Parry,</b> Mark Blackman	Schools preparing for September, supported by DC. Transport being prepared. Big impact on school budgets. Small amount of funding available.	Closed
Impacts on students living away from place of registered healthcare	Staying safe and well	<b>Cllr Laura Beddow,</b> Vivienne Broadhurst	People affected should register as temporary or permanent resident	Closed
Covid-19 is a movable situation, be aware of wider picture of epidemic in future	Strong, healthy communities	Sam Crowe	Local Outbreak Management plan published on website. Health & Wellbeing board will provide public communications. Notify all councillors when there is an outbreak.	Closed. Country moved to Living with COVID-19 approach. Health protection COVID-19 board now replaced with new Health protection network – for wider health protection issues.
Maintain good habits, more exercise, use of open space	Staying safe and well	<b>Cllr Laura Beddow,</b> Sam Crowe, Vivienne Broadhurst	Good practice seen e.g. 'Quit for Covid'. Visible increase in exercise. Promote green spaces, celebrate what people have discovered. Walking and cycling spaces created, money received for this. Make accessible to all. Bike to work scheme.	Now part of BAU across all relevant council services
Improve green transport (using new government money for new cycle routes).	Unique environment	<b>Cllr Ray Bryan,</b> Matthew Piles	Aim to increase greener public transport, hydrogen, or electric buses. Savings achieved in business miles. Green	As this will not be funded through BSIP, a new bid is being developed for additional funding under LUF2. TCF schemes in southeast Dorset are

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Item	Link to council plan	Presenting	Action update	Action closure
			travel plan being developed, some funding received but not enough.	currently under construction which will provide cycle corridors through areas with high congestion. Bike rental schemes also set to start this year.
Review bus links, better connections so people use public transport more	Unique environment	<b>Cllr Ray Bryan,</b> Matthew Piles		As this will not be funded through BSIP, we will be seeking new sources of revenue funding. Through the Enhanced Partnership we will be working with bus operators to implement low-cost measures (such as marketing, information improvements etc.) to encourage the return to public transport. We will also review the existing network to investigate if the current subsidy gives best value based on passenger needs.
Maintain reduced level of business mileage	Unique environment	<b>Cllr Ray Bryan,</b> Matthew Piles		The monumental task of transforming the way we work to an online environment over just a few weeks at the beginning of the pandemic has resulted in a significant drop in business mileage. Post-covid we are moving towards a hybrid work environment which will help to maintain the reduced levels of business mileage, although this is unlikely to be as low as it was during the height of the pandemic. However, other activities which will reduce the amount of business mileage done in petrol or diesel driven vehicles are being pursued such as increasing the electric pool car fleet and exploring in general the decarbonisation of the wider DC fleet. Plans around active transport will also help.
Economy & Skills EAP		<b>Cllr Gary Suttle</b>	Policy to go to Cabinet July. Focus on skills. Expand work of LEP. Issue with power capacity.	BAU economic development work to progress Economic Development Strategy
<b>22 July</b>				

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Supporting people in temporary accommodation. Use our properties for accommodation where there is infrastructure to help, avoid tension with community	Sustainable housing	<b>Cllr Graham Carr-Jones,</b> Rebecca Kirk	presentation setting out what has been done to support people in temporary accommodation, and medium- and long-term plans. Including a funding bid and a report to Cabinet in September which will recommend Capital funding for a Housing company to purchase street properties.	Sensitive management of placements Weymouth B&Bs to minimise risk of anti-social behaviour and moving people on to settled housing. Gained funding from the MHCLG/DLUHC 'Rough Sleeper Accommodation Programme' to acquire 30 settled homes for people with experience of sleeping rough. This has reduced the number of people sleeping out to under ten, from the pre-Covid figure of a round 30. Successful 'Everyone In' processes, to make sure that no-one must sleep out, with the Winter Shelter in operation and Severe Weather Emergency Protocols accommodating people sleeping out (both during cold months).
Disperse homeless population where they have connections	Sustainable housing	<b>Cllr Graham Carr-Jones,</b> Rebecca Kirk	Lantern reopening. this is being Covid- prepared now.  the accommodation model in Verwood could be replicated elsewhere. this is being looked at.	Acquisitions of new homes and leased properties have spread the provision to areas such as Bridport, Blandford, Shaftesbury, and the East of the County but the primary area for connections (for homeless people) remains Weymouth, so provision is also there (and nearby, such as Portland Youth Hostel).
Review Homes Dorset	Sustainable housing	<b>Cllr Graham Carr-Jones,</b> Rebecca Kirk		Homes Dorset has been made dormant due to being inactive and not necessary for current activity. For example, Dorset Council applied for and gained Registered Provider status (without needing a company) to draw in Government grant as part of the Rough Sleeper Accommodation Programme. The dormancy enables DC to consider the use of the company, if necessary, at any point. The shortage of private rented housing in the County is one potential reason - to consider developing market rented housing to alleviate the pressure on the homelessness service having to

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				use expensive temporary accommodation and nightly paid B&B.
Diversity & Inclusion		<b>Clr Peter Wharf</b> , Susan Ward-Rice, Becky Forrester	an Equality Impact Assessment has been carried out and was presented to Cabinet in June.  The findings have influenced the Local Outbreak Management Plan. Plans to develop a diversity strategy.	Closed
Workforce – Impact of homeworking on mental health.		<b>Clr Peter Wharf</b> , David McIntosh	support available to employees on the Intranet pages. the People Plan is being updated as they anticipate further impacts on staff and managers.	Part of Dorset Workplace BAU
Numbers and skills of workforce, options to redeploy and rebalance		<b>Clr Peter Wharf</b> , David McIntosh	In future people will be able to record their skills information on Delve. The Dorset Workplace project will be presented to Cabinet in October.	Covid Skills Agency closed agile working lessons learned taken forward into Dorset Workplace and team charters and ways of working
Digital work during the pandemic		Deborah Smart	presented information showing digital achievements and highlights during Covid.	All the actions for the digital team have been completed, transitioned to BAU or moved to an established programme within the Council's transformation programme.  The exception to this is virtual council committee meetings, which have not been enabled due to the lack of supporting legislation to permit these to take place. The Council will continue to lobby for this legislation for efficiency and sustainability reasons.
Hybrid meetings		<b>Clr Peter Wharf</b> , Jonathan Mair	Counsel advice sought by the LGA confirms it is unwise to hold face to face or hybrid meetings unless there is an exceptional business need. The Annual Council meeting in	Closed

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			September will be virtual voting will be by using Forms, it will be easy to use, and one-to-one training will be offered.	
<b>5 August</b>				
Impact on care home provision, financial viability, risk of closure	Staying safe and well	<b>Cllr Laura Beddow,</b> Vivienne Broadhurst	<b>Slides presented.</b> health and social care is still in the response phase of this pandemic, 48 residents have passed away because of Covid-19. High levels of vacancies remain in the care homes with 525 beds now vacant in the Dorset Council area. Additional funding, including an infection control grant, has been provided to registered care providers to support the ongoing pressures that they are facing. The council has been actively working with other system partners in implementing the Home First model for people being discharged from hospital. This model was starting to reduce the demand for residential care; however, the pandemic has accelerated this trend.	Care homes are managing the transition back to BAU however the impact of high staff turnover following many older staff leaving the profession and current high levels of absence are still proving a challenge. This sees over 500 beds still reported as vacant on the national capacity tracker because of an inability to staff. Adult social care continues to work with providers to support the situation. The cost-of-living crisis has seen an increase in home energy and food costs and providers are struggling in the short-term to containing costs.
Impact on social care from healthcare backlogs	Staying safe and well	<b>Cllr Laura Beddow,</b> Vivienne Broadhurst	there has been an increase in people presenting with mental health needs, and at the same time there has been a reduction in mental health beds. The implication of this for the backlog is not clear currently.	Adult Social Care is working in conjunction with Community Mental Health partners to operate safely within the national Mental Health bed shortage. A risk list is held of all those individuals who are waiting for MH beds and those individuals who have been inappropriately placed out of county because of a lack of availability of locally commissioned beds.
Maintain better partnership working and integration, enhanced trust	Staying safe and well	<b>Cllr Laura Beddow,</b> Vivienne Broadhurst	the Home First multi-organisational teams' model is the appropriate way to go forward, especially being mindful of the upcoming winter pressures	Transition from Pandemic response from health and social care to recovery and implementation of good practice, that being the national recommended Home First model. With support nationally from NHS England Improvement team, Dorset Council is driving forward change in the way that residents of Dorset are quickly and safely discharged and are supported to recover and

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				offered a supported reablement journey to return home, wherever possible.
Support non-covid elements of community, that have been put on hold. Use asset review opportunities, more secure community infrastructure	Strong, healthy communities	<b>Cllr Tony Alford</b> , Cllr Laura Beddow, Vivienne Broadhurst	How we keep that level of volunteering and sustain community resilience. 1800 still registered on the volunteer register	Non-covid elements are now being managed via the 'Connected Communities' partnerships meetings and linking with other arising issues being supported in the Dorset Together format such as Cost of Living and Ukraine to create long term strengthened strategic partnerships with the VCS and the wider statutory sector bodies.
Communities have been doing it for themselves successfully, with parish councils, however not all communities have good volunteer capacity	Strong, healthy communities	<b>Cllr Tony Alford</b> , Cllr Laura Beddow, Vivienne Broadhurst	It was important that health and social care need to continue to work collaboratively in all aspects of their work. The work of the Community Forum. Laura Cornette is undertaking work to promote more volunteer collaboration, reinforcing the joined-up approach. A Portland Resilience Committee has been established to help co-ordination and that has proved to be a great success	Ongoing work to promote and support volunteering with our partner VCSOs to ensure 'fresh' volunteers are brought into the frame and support our key social services departments. Throughout the winter of 2021-22 VCD and Age UK worked on a programme of delivery support and Home from Hospital with our social work teams in Adults and Children's which was hugely successful and is now being commissioned for the longer term.
Maintain improved relationships, continue to promote community groups	Strong, healthy communities	<b>Cllr Tony Alford</b> , Cllr Laura Beddow, Vivienne Broadhurst	Need to move from a place of being reactive to the pandemic into a more collaborative space. Needs to be properly resourced and that we can learn more about what is required by talking with communities. This collaboration between groups streamlines the process and keeps costs down	This is also being supported via the Connected Communities workstream and through the newly re-commissioned VCS support services.
Opportunity to drive climate agenda	Unique environment	<b>Cllr Ray Bryan</b> , Karyn Punched, Ken Buchan	Slides were presented. The Climate Change and Ecological Emergency Strategy has just been approved by Cabinet to go out to public consultation. The strategy covers a wide variety of topics including becoming carbon neutral by 2040 and the wider county by 2050.	The climate agenda has been driven forward.  Following public consultation an updated version of the strategy was presented to Place & Resources Scrutiny Committee and Cabinet in May

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			<p>A delivery plan was currently being drafted that would set out specific resource requirements.</p> <p>The reduction in business mileage and building use by the council during the pandemic lockdown period as an example of how reductions in resource usage can be made</p>	<p>2021 and the final strategy was approved by Full Council in July 2021.</p> <p>The final strategy included a delivery plan setting out the actions required to meet our carbon reduction targets. Delivering the strategy will be a complex undertaking requiring investment in both time and finances from Services across Dorset Council. The governance of Strategy delivery has been agreed with the Portfolio holder, Chief Executive and Senior Leadership Team, and lead officers for each action are being identified. In May 2022 a new Corporate Director responsible for coordinating the delivery of the Climate and Ecological Emergency strategy will start at DC. In addition, a successful bid to the Public Sector Decarbonisation Fund will result in a round £19m worth of improvements across Dorset Councils properties this year. Other actions within the strategy are now being taken forward across council services.</p>
Reduced use of offices and resources	Unique environment	<b>Cllr Ray Bryan</b> , Karyn Punched, Ken Buchan	It was confirmed that vehicle charging points are being installed from September onwards.	Part of Dorset Workplace programme
Encourage increased interest in nature, wildflowers, and increase outdoor exercise	Unique environment	<b>Cllr Ray Bryan</b> , Karyn Punched, Ken Buchan	<p>During lockdown carbon emission had dropped to 2006 levels.</p> <p>Comment was made that reduced traffic noise had meant people had noticed a positive impact on their enjoyment of outdoor spaces, for example, much more birdsongs could be heard.</p>	There was a visible increase in the use of Dorset Council's green space outside of lockdown periods over the last two years. Visitor levels at our country parks and harbours have recovered to pre-covid levels for the most part and in some instances have surpassed this.

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				<p>The public have engaged actively in the numerous visitor programmes that are run by the Rangers at our parks.</p> <p>We have engaged directly with around 85,000 visitors in 2021/22, and the trend is of increasing engagement. Digital engagement is also on the rise between the country parks and visitors. We have increased followers across several social media channels. During the summer of 2021 there was a 224% increase in social media followers and a marked increase in the amount of digital content such as photographs and stories that have been shared. The digital content is clearly of interest and is likely translating into greater interest in wildlife and encouraging the public to exercise in our outdoor spaces.</p>
Finance update		<b>Jim McManus</b>	A presentation showed that the council was projecting a £43m overspend for this financial year. Jim confirmed that the full impact has not yet been felt. It was noted that as furlough ends, the ability to pay business rates and council tax may drop. Throughout this period there have been weekly conversations with local MPs concerning the council's finances and a request to them to reinforce these messages with Ministers.	Part of budget planning and MTFF BAU

A “lessons learnt” debrief session was also held on the Council’s response to Covid and subsequent recovery work. A summary of findings is set out below:		
Theme	What Went Well?	What Didn’t Go So Well and What We Could Do Better?
<b>Workforce</b>	<p>There was a strong sense of “One Council” / “One Team” across the workforce. Staff commitment was exemplary and critical services were supported by other staff via an effective skills agency cell. The technology to enable homeworking worked well and put the Council in a good position for future hybrid working arrangements.</p> <p>Post Covid, re-opening Customer Access sites in Libraries rather than traditional council reception points has been positive, enabling customers to experience integrated services in community spaces for essential in person conversations.</p> <p>The ability of the Council to continue to give focus to Covid whilst increasingly delivering BAU services was admirable, especially as the new models of working (office / home / hybrid) were still in development.</p> <p>We supported staff and were sympathetic to the fact that everyone has had an individual reaction to the pandemic, from those who wanted to move back to ‘normal’ to those still wanting to shield from the impact of the virus and all stops in between.</p>	<p>There was some resistance to redeployment from some work areas and staff. The skills agency would have been assisted with an improved data set of staff skills and experience. In future, an online “job shop” of roles that staff could volunteer into is worth considering.</p> <p>Corporate guidance and support were not easily followed by front line staff that were unable to work from home. Central guidance should be sense-checked by front-line teams.</p> <p>The decision to roll-forward annual leave for all staff has presented operational difficulties during 22/23. There is an argument to suggest this should have been based on business need and at manager discretion.</p> <p>Maintaining the Covid Contact Centre was challenging throughout, but particularly once services started opening. Retraining staff took up to 8 weeks so there was a dip in service as Covid Contact Centre were backfilled. Certain roles require external advertising and recruitment to retain continuity and sustainability of service delivery during critical times.</p>
<b>Communication</b>	<p>There was strong engagement on social media and e-newsletters, with a joined-up approach across Local Resilience Forum partners. Internal communications were well received by officers and members, and there was a clear and regular reporting from the Senior Leadership Team.</p>	<p>Specific incidents (Weymouth and Durdle Door) required a huge amount of comms resource to respond reactively. Councillors fed back that the Council could better use them as a trusted source of information in local communities.</p>
<b>Command and Control</b>	<p>The “Command and Control” structure (Gold / Silver / Duty Emergency Planning) worked well, with dedicated Gold and Silver providing separation from BAU response. Temporary removal of Children’s and Adults officers from the Gold/Silver rota enabled them to focus on humanitarian response within their services. There was a good “battle rhythm” across the Senior Leadership Team, Incident Management Team, and specialist cells.</p>	<p>The work of the specialist cells was not always joined up, leading to some duplication. A quick daily “stand up” between cell leads and Silver should be considered.</p> <p>Due to the length of response, the dedicated Covid Gold and Silver role was intensive, and more respite should be considered.</p>
<b>Multi Agency Working</b>	<p>There was early and positive work across Local Resilience Forum partners and the voluntary sector. A system wide response on shielding enabled positive community confidence.</p>	<p>Due to the size of the response and the regularity of Local Resilience Forum meetings, there was some overlap and duplication across cells, but this was inevitable.</p>
<b>Political</b>	<p>Councillors provided a strong support to local communities. There was portfolio holder and political input into decision making which helped to reduce any public aggression away from officers and demonstrated strong Council wide resilience. Working relationships and communication channels with Dorset MPs were positive.</p>	<p>With the temporary cessation of committee meetings some councillors considered they had more capacity to support the response and more could have been done to promote the volunteer offer. The national picture was challenging, with rapidly changing government guidance and mixed messaging. The Council found itself often having to respond to changing guidance at the same time as it was being announced to the nation at daily briefings.</p>

A “lessons learnt” debrief session was also held on the Council’s response to Covid and subsequent recovery work. A summary of findings is set out below:

Theme	What Went Well?	What Didn't Go So Well and What We Could Do Better?
<b>Assets and Finance</b>	The property cell was effective, and there was a good utilisation of the vehicle fleet. A Temporary Mortality Support facility was established, based on initial government worst case scenario planning.	<p>Closure of buildings and challenges with social distancing presented operational difficulties mobilising rest centres for any evacuations. A few temporary rest centres were agreed and will be formalised to provide greater resilience in the future.</p> <p>Closure resulted in loss of income across some services.</p>
<b>Evidence for Decisions</b>	<p>EU Exit planning meant that business continuity plans were largely up to date, despite the significant restructures across services in the lead up to the pandemic.</p> <p>There was a rapid increase in pooled data, and great engagement with Public Health. Covid related expenditure was monitored closely.</p>	<p>Interpreting government guidance and applying to local situations took some time.</p> <p>Key decisions made were retrospectively logged and should in future be maintained from Day One.</p>
<b>Personal Protective Equipment</b>	The distribution of PPE was managed well from within the Charminster Depot. There was a proactive purchase of PPE rather than a sole reliance on LRF deliveries.	<p>There was some early anxiety from staff over a perceived lack of PPE and cleaning equipment. Changing government guidance on PPE did not help.</p> <p>Relatively short “use by” dates have led to some waste of PPE.</p>
<b>Communities</b>	The Community Shield project was effective and proactive, receiving positive appreciation from service users. The Council acted quickly and trusted staff to make the right decisions. There was proactive contact to those identified as in need.	<p>Some skills were needed, and we were not aware that we already had them. A skills audit of volunteers could be considered.</p> <p>The length of the response impacted on the wellbeing of some staff and volunteers.</p> <p>The personal proactive approach taken should be adopted again for any future humanitarian responses, including adopting a call service to check in on lonely elders.</p>
<b>Public Health</b>	Dorset Council continued to discharge its legal responsibilities around public health effectively especially during the latter phase of the pandemic. The public health response would not have been possible without huge contributions from colleagues in a wide range of directorates, including corporate, children's, adults, and place. This level of teamwork was critical in Dorset Council being able to continue to maintain an effective response and manage the ongoing anxiety and concerns of the public.	<p>Consistent representation at the Health Protection Board from key services.</p> <p>We need to remember that we are still in recovery as subsequent waves continue to have an impact on business continuity and employee sickness rates, continuing to place our system under pressure.</p>