

Joint Scrutiny & Overview Committee and Health & Social Care Sub-Committee Supplementary Agenda



5. Covid-19 Update (Pages 3 - 46)

To scrutinise the response to the Covid-19 crisis.

JACQUELINE HARRIS BAKER
Council Solicitor and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Simon Trevaskis
0208 7266000
simon.trevaskis@croydon.gov.uk
www.croydon.gov.uk/meetings

This page is intentionally left blank

Update on Covid-19 Response

26/05/20

Introduction

Page 4

Tony Newman – Leader of the Council

26/05/20

Covid -19

Local Government Funding

Economic Crisis

COVID-19 infection and deaths in Croydon

Rachel Flowers

Director of Public Health Public Health

Data sources explored:

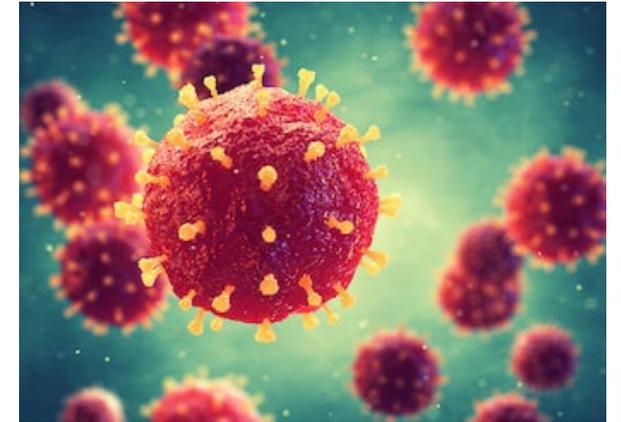
- Infections in Croydon
- The deaths broken down by hospital, community and care home based deaths
- Impact on BAME communities
- A socio-economic breakdown of the Covid-19 related deaths
- Data to allow a comparison to be drawn with other similar areas

COVID-19 Infections in Croydon

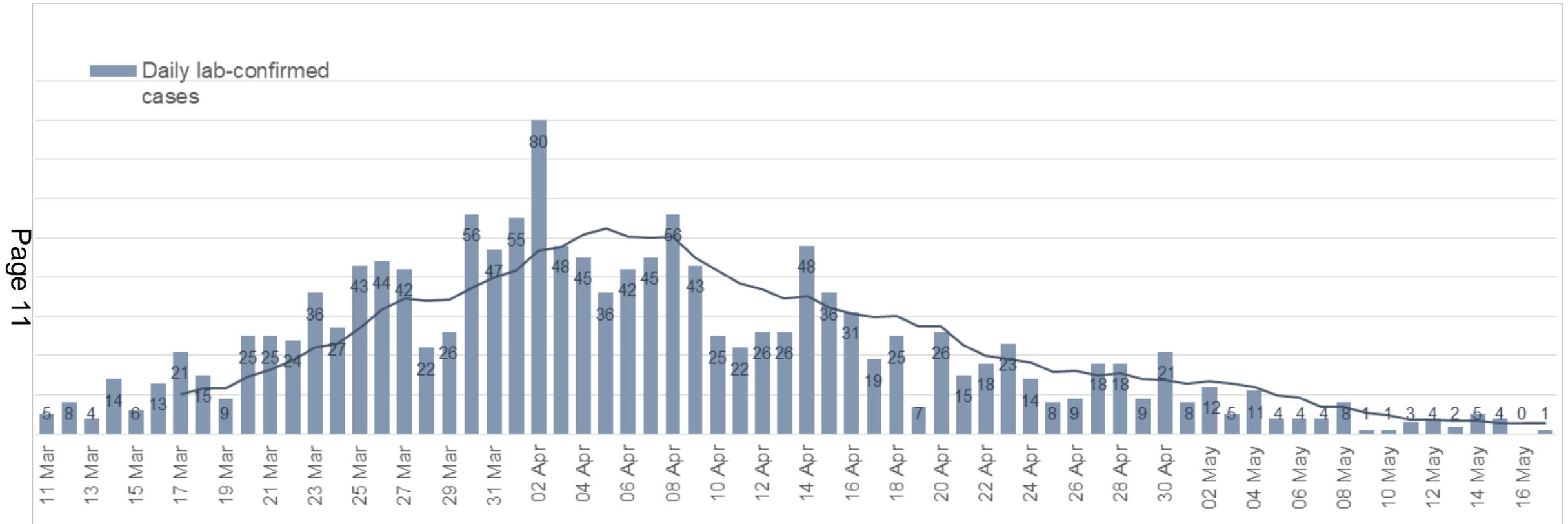
The total number of confirmed cases within Croydon now stands at 1,485 (18.5.2020)

The number of new cases in Croydon continues to fall after peaking in early April; using the 7 day rolling average Croydon is now experiencing approximately three to four new cases a day compared to the peak of more than 50 a day.

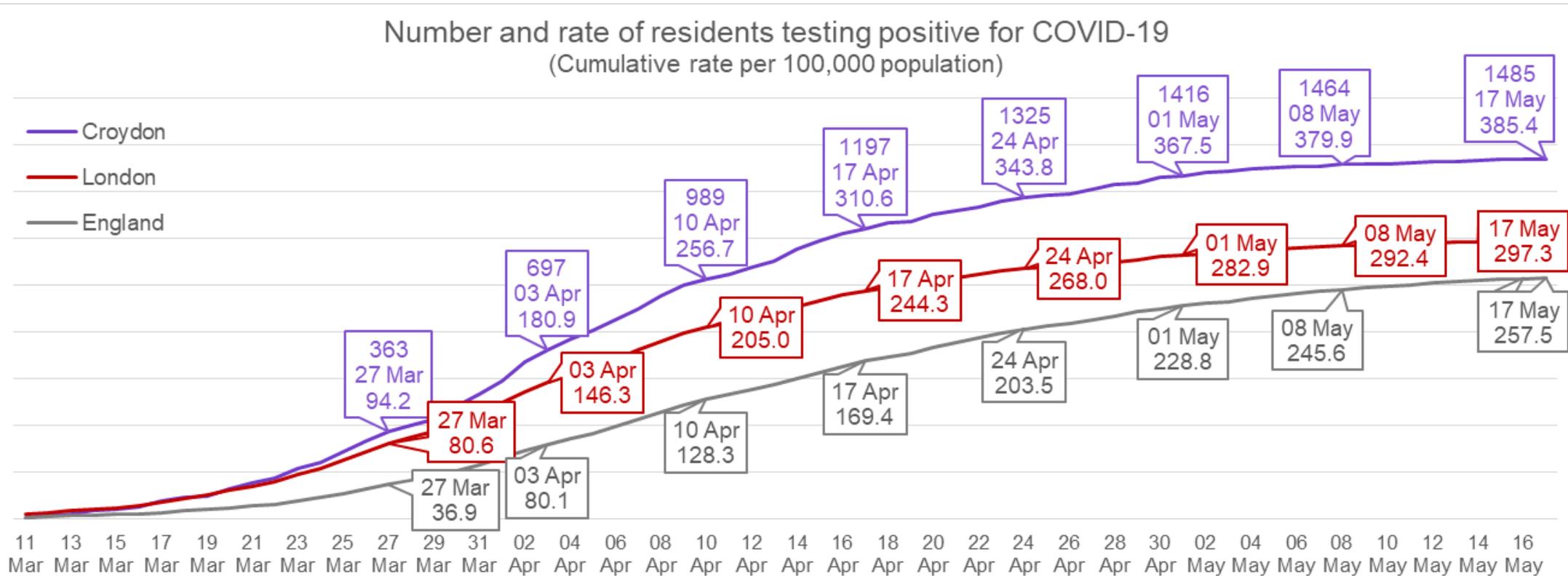
Nationally, figures are available for infections and deaths by age / gender / ethnicity / deprivation etc. However, as yet these data sources do not report on this demographic information at a local (Croydon) level.



Positive COVID -19 tests in Croydon



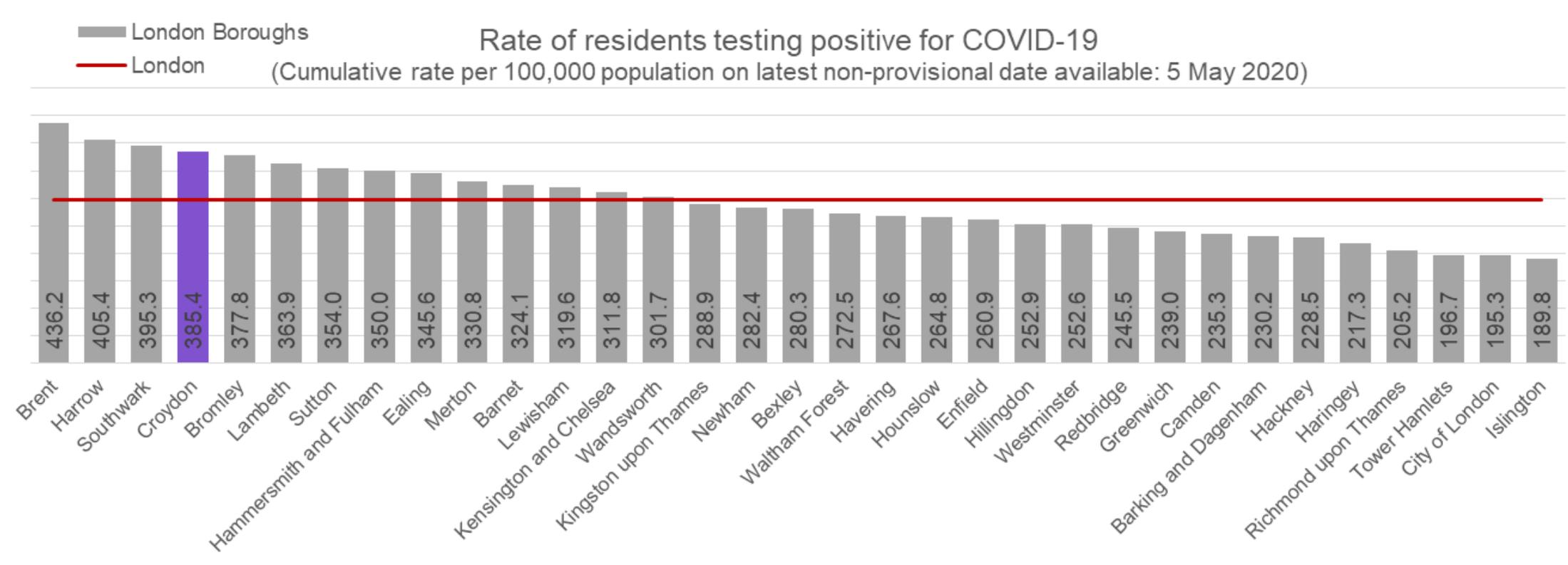
Rate of COVID -19 positive tests in Croydon



Page 12

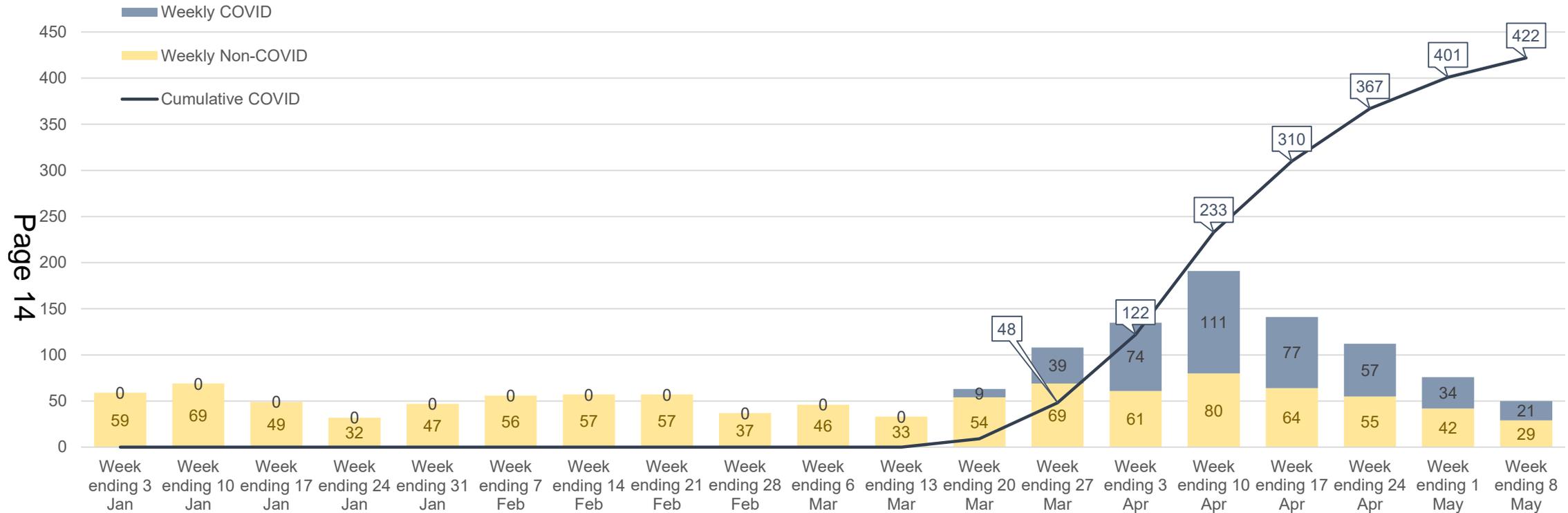
Croydon has a higher rate of confirmed cases than seen across London and England. At the latest date, Croydon had the highest number and fourth highest rate of confirmed cases in London.

Rate of COVID –Croydon and other London Boroughs



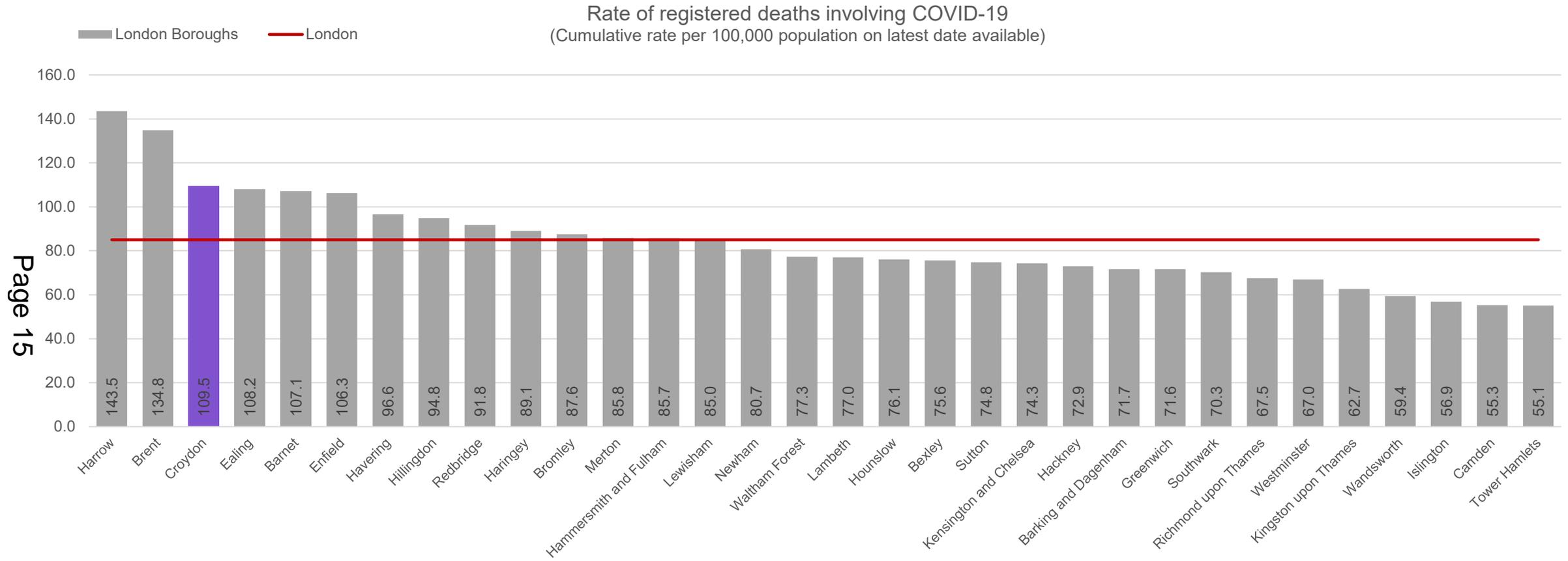
Croydon has a higher rate of confirmed cases than seen across London and England. At the latest date, Croydon had the highest number and fourth highest rate of confirmed cases in London.

Number of registered deaths



The weekly number of deaths registered in Croydon and the weekly and cumulative number of deaths which had any mention of COVID-19 on the death certificate by the date this death occurred. Data is not as recent as other sources owing to the lag in deaths being registered and then cleaned by ONS ready for publication.

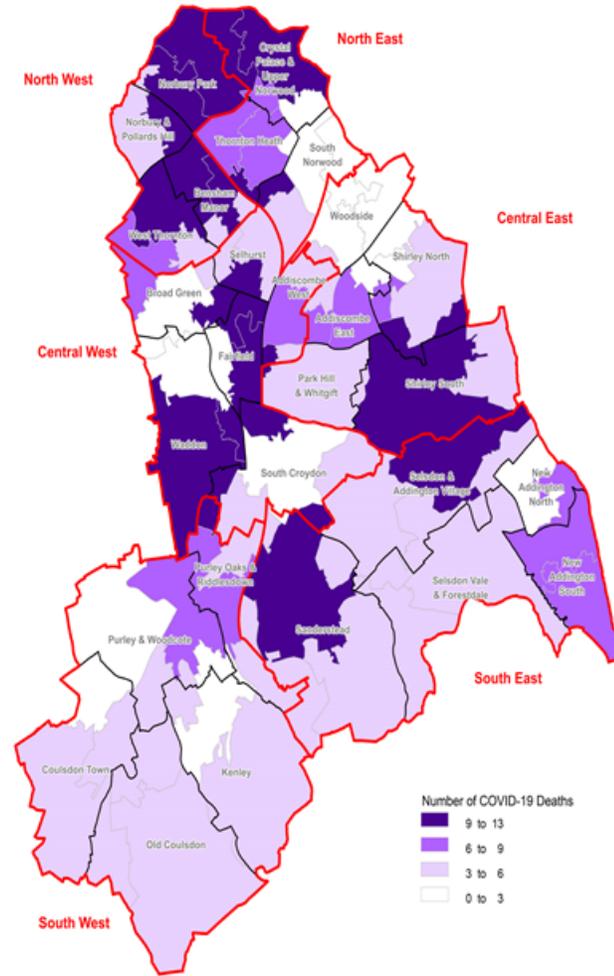
Rate of deaths in Croydon compared to other London Boroughs



Number of deaths in across Croydon

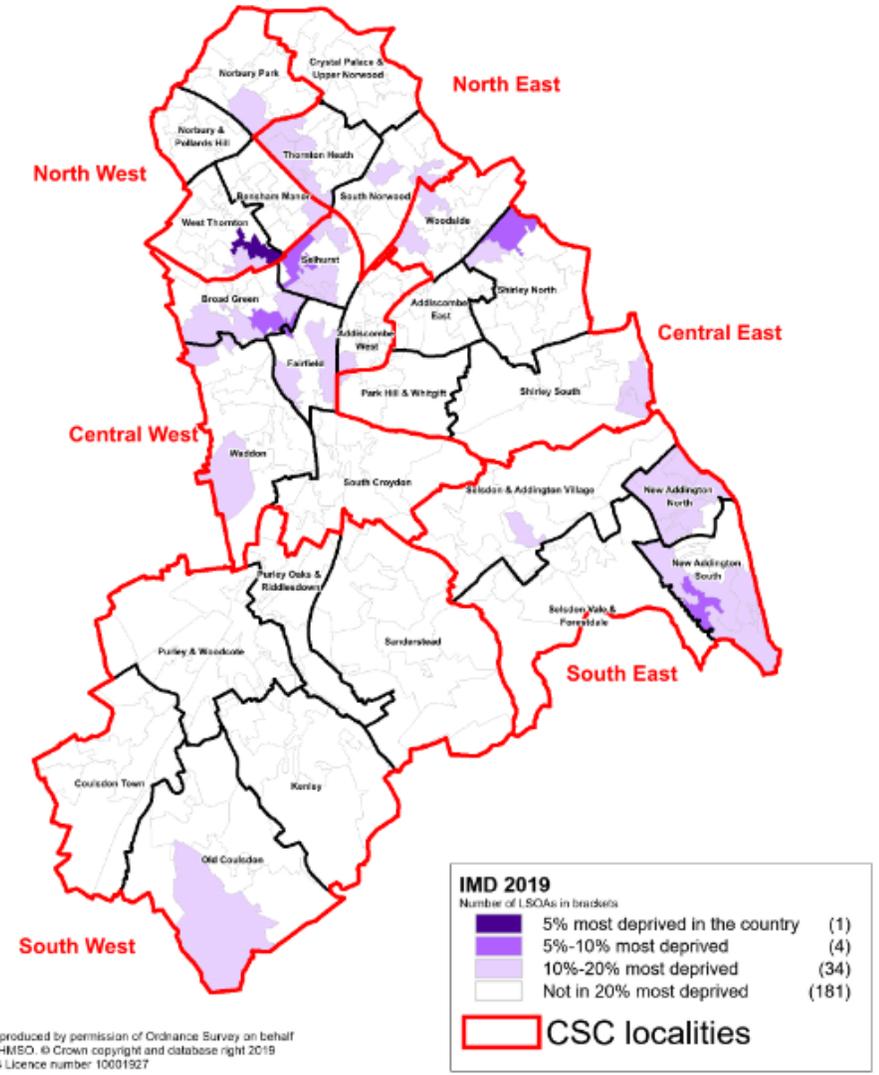
A note of caution: the numbers at local level are very small.

Total deaths where COVID-19 was underlying cause or stated on the death certificate as a contributory factor
ONS. Deaths occurring between 1 March to 17 April



Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right 2019
OS Licence number 10001927

Indices of Deprivation 2019
Croydon Lower Super Output Areas (LSOAs)

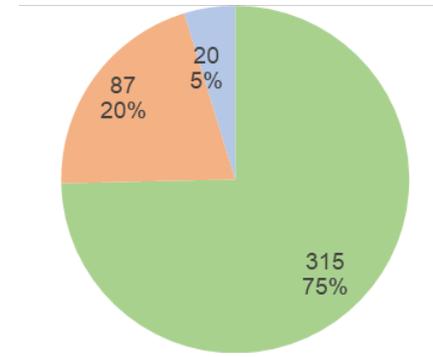
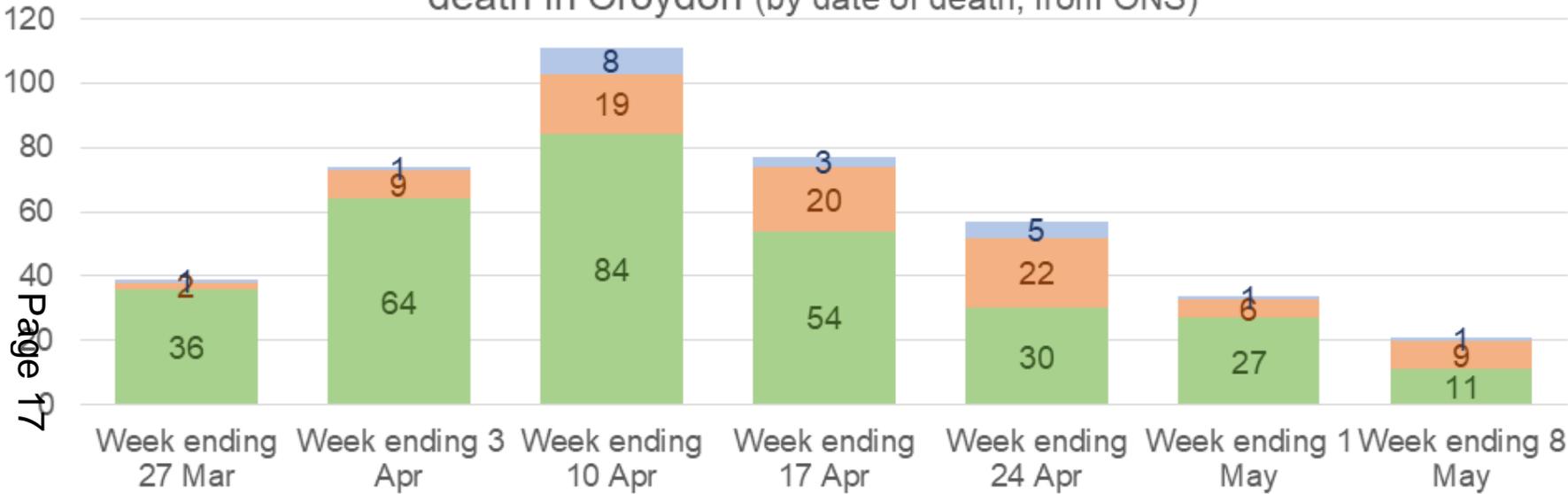


Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right 2019
OS Licence number 10001927

Location of COVID-19 deaths in Croydon

Number and proportion of registered deaths each week by place of death in Croydon (by date of death, from ONS)

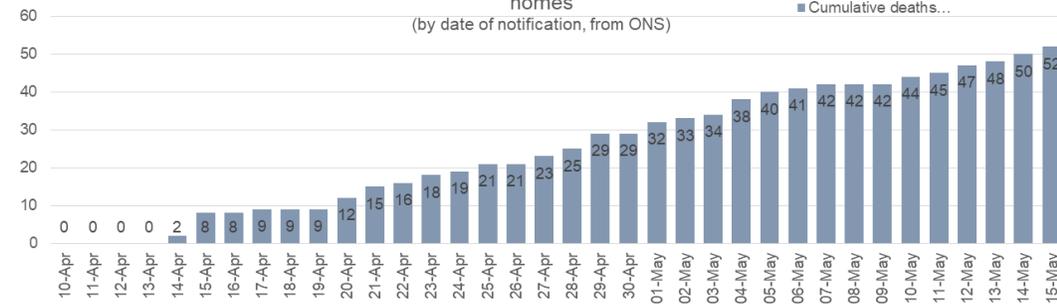
Place of death of all deaths registered in 2020 due to COVID-19



Page 17

- Hospital
- Care Homes
- Community (includes home, hospice, other communal establishment and elsewhere)

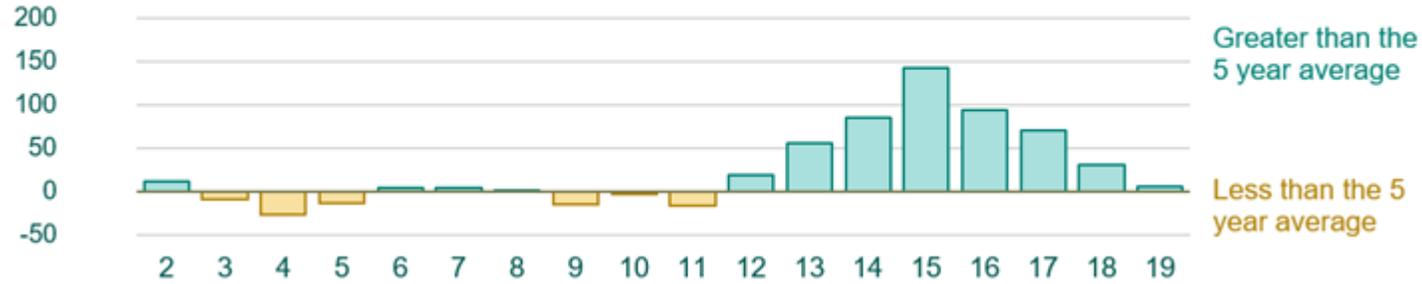
Cumulative number of COVID-19 deaths notified to CQC that occurred within Croydon care homes (by date of notification, from ONS)



Excess Deaths

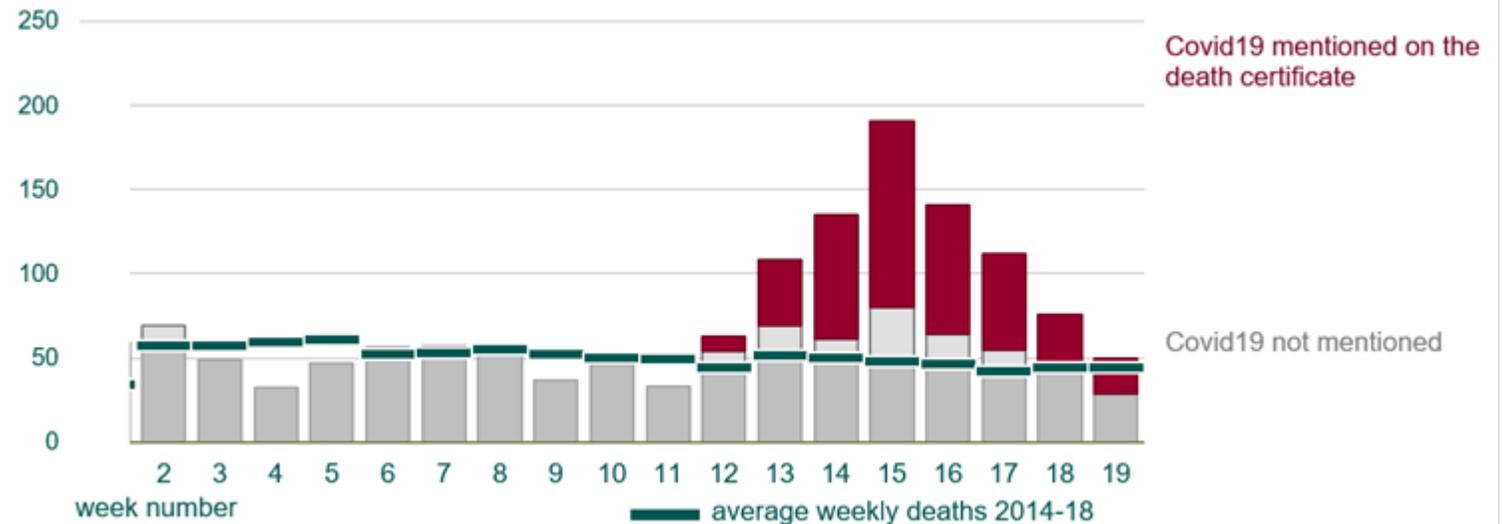
Week 19: Croydon

Excess deaths (2020 deaths minus 2014 to 2018 average)



Page 18

All deaths in 2020 by week, with proportion where Covid 19 is mentioned



Risk of Covid-19 death BAME groups

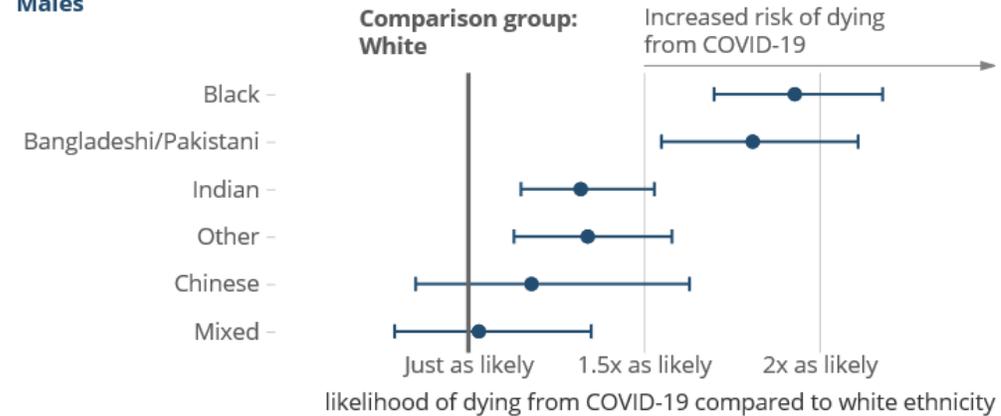
To ensure that a broad range of factors were taken into account, we also adjusted for region, rural and urban classification, area deprivation, household composition, socio-economic position, highest qualification held, household tenure, and health or disability in the 2011 Census (Panel B). Therefore, the fully adjusted results show differences in risk between ethnic groups that are specific to those ethnic groups and are not caused by any of the factors listed on which members of the groups might differ.

ONS

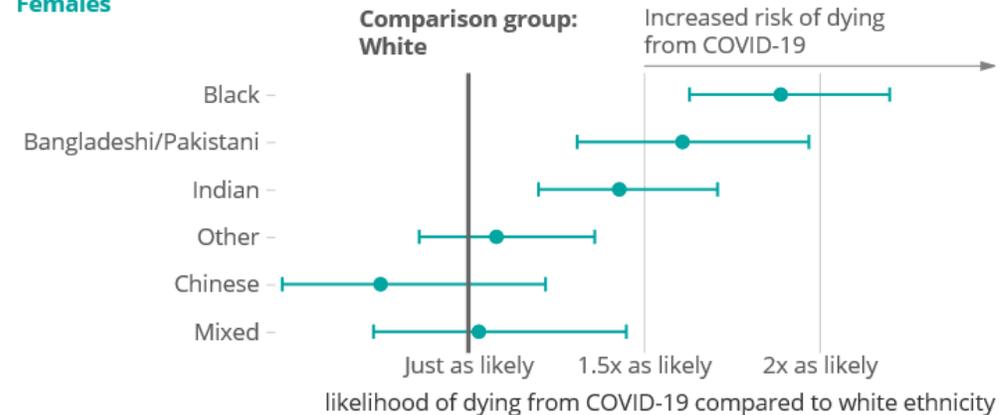
Page 19

Panel B - Fully adjusted model

Males



Females



Source: Office for National Statistics

CHS/CCG update

Matthew Kershaw – CEO - Croydon Health Services

**Dr. Agnelo Fernandes – GP Borough Lead - SWL
Clinical Commissioning Group**

26/05/20



Caring for our community during the COVID-19 crisis

System-wide response

Croydon has come together like never before to provide a system-wide response to COVID-19

- Working side-by-side with local GPs, care workers, mental health services and voluntary groups
- In coordination with South West London CCG, neighbouring trusts and NHS England
- Giving our community coordinated care and support in unprecedented times



Croydon's 50 GP practices are looking after people with and without coronavirus

- Treating patients in zoned areas, either within each practice, or working together across groups of practices to do so
- Digital transformation – around 80% of consultations now offered over phone or video call
- GP connect being rolled out to practices so that GP slots can be booked directly through NHS 111

Support for vulnerable people

- Weekly GP check-ins for priority patients and personalised care plans for residents
- Targeted support for shielded and most vulnerable patients
- Contacting people with serious mental illness or learning disabilities who may be struggling during lockdown
- Caring for the homeless alongside the health and social care teams and Croydon Homeless Hotel

Support for care homes

- System-wide health and care support for Croydon's 120 care homes – reflecting the challenges and building on services already in place.
- Includes targeted support for shielded and most vulnerable patients

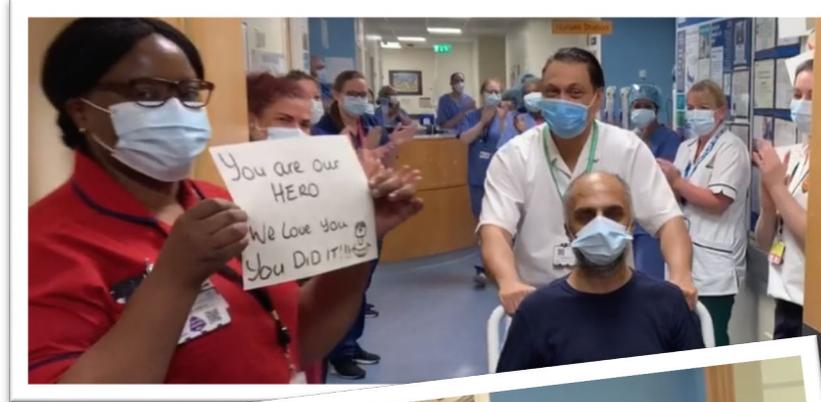
COVID-19 in Croydon

More than 1,080 people with COVID-19 have been cared for in CUH since the start of the outbreak

- 750 people have been successfully treated and discharged
- Sadly, 295 patients who had tested positive for coronavirus in hospital have died
- Our thoughts and deepest condolences are with their families and friends at this time

As of 21 May 2020:

- 20 are in the care of CUH for COVID-19
- 9 people remain in intensive care



Clapping for our patients

Local residents have been applauded by staff as they've left our care after being successfully treated for coronavirus.

Including many patients who have recovered, some after 30 days in intensive care

Impact on our services

All urgent and emergency care at CHS has continued throughout the pandemic to date

This includes:

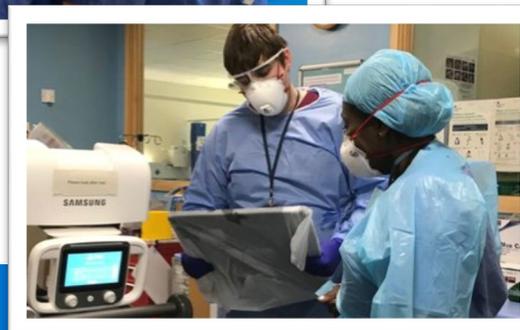
- Accident and Emergency
- Urgent care centre and GP Hubs
- Trauma and emergency surgery
- Urgent cancer care
- Birth Centre at CUH

Outpatient appointments

- CHS undertakes average 7,000 routine outpatient appointments every week
- Around four out of five have continued by phone or screen
- Monitoring patient care at home whilst limiting unnecessary visits to hospital

Performance

- Four hour A&E performance was consistently above 90% in second half of April
- 98% of GP urgent cancer referrals seen within two weeks, against 93% standard (April 2020)



Hospital capacity

- Intensive care increased from 15 to 37 beds
- High dependency care to an additional 22 patients – which is 59 in total requiring oxygen or ventilation
- Specialty wards converted to treat only COVID-19 patients in designated areas of the hospital

Safe staffing

- Staffing levels have been maintained within national guidelines during the pandemic
- With clinical staff redeployed where necessary to support:
 - Emergency care staff supporting clinical teams in ITU
 - Family Nurse Partnership redeployed to COVID wards
 - Sexual health nurses running staff testing clinic
 - Integrated Falls Service continuing to care for vulnerable and older people

Infection control

- Our dedicated facilities team have carried out 1,400 deep cleans in eight weeks to keep our services safe and infection free

Impact on people

Some routine appointments and non-urgent operations had to be temporarily put on hold

- We did this in line with national guidance
- In order to redeploy staff and resources where necessary to care for people with COVID-19
- Now that we have passed the peak of the virus we need to begin the recovery of these services
- Rescheduling appointments and procedures for patients waiting to be seen



Restarting services is the focus of the Trust's new Operational Recovery Group

Maintaining safe services to care for people with and without coronavirus

- 'Zoning' areas of the hospital to maintain strict infection control for both staff and patients
- Working jointly with NHS in South West London and across the capital
- Minimising further delays of patients
- Preparing our services to manage a second surge of COVID-19

Planned care isolation

- Patients coming into hospital for planned surgery will be asked to isolate, either separately or with their household, for 14 days before and after an operation
- Helping to protect safety of our patients and staff
- Prevent anyone with active COVID-19 being admitted

Support for our staff

The response from health and care staff has been phenomenal and we could not be more proud of our team in Croydon

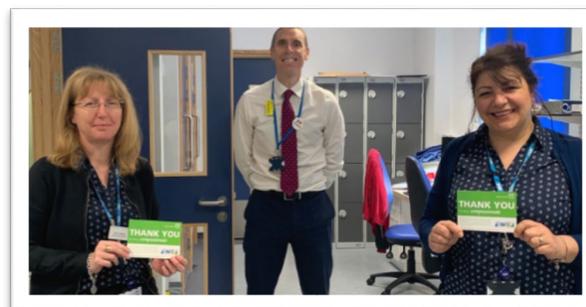
We cannot underestimate the strains of the current situation could have on the health and wellbeing of our staff, so we have increased the support available:

Page 26

- Confidential 1-2-1 counselling
- Free access to wellbeing support
- 'Wobble rooms' for staff to escape from the pressure for a moment

Mental health support

- For Mental Health Awareness Week, Croydon Talking Therapies were invited to talk to staff via video link about the range of support available for them.



Protecting staff safety at work

All staff are encouraged to talk to their line manager if they are concerned about safety at work

- Globally there is emerging evidence which suggests that COVID-19 is having a disproportionate effect on Black Minority and Minority Ethnic (BAME) people.
- 52% of staff at CHS are from a BAME background, so we are doing everything we can to protect them at work
- Staff can be individually risk assessed and where necessary staff can be redeployed or work at home
- Public Health England is carrying out an urgent review and we are continuing to engage with our BAME network and share information whilst we await further guidance.

Shielding

Staff that are vulnerable to the virus are shielding, in line with national guidance

- This includes pregnant women and staff with a pre-existing health condition, like cancer

Personal Protective Equipment (PPE)

We continue to have a good supply of PPE to keep our staff and patients safe

- Six and a half tonnes of PPE were being delivered every week in Croydon at the peak of the first wave
- We are also working with neighbouring trusts in SWL and nationally to maintain supplies through mutual aid
- Including PPE deliveries to GPs and care homes where necessary

Thank you to our community

By maintaining safe social distancing local residents are helping NHS care for our community

- We have been humbled by the Clap For Carers every week in Croydon
- ...and overwhelmed by the response from our community to show their appreciation for our staff



Keeping our staff well fed and energised

- Thousands of hot meals donated from local community groups, businesses and charities, including Croydon's Bangladeshi Community, Dominos Pizza and Deliveroo
- Donations are being distributed across all of the Trust's hospital and community sites each week

Local innovators

- Local schools and community groups have come together to create additional equipment including visors made by Whitgift School, Harris Academies and others
- iPads donated to allow hospital patients to stay in touch with friends and family

Charitable donations

- More than £40,000 has been donated to the Trust, including from local Sikh and Buddhist communities
- In addition, over £15,000 has been donated directly to the Trust's charitable funds to support staff as they continue to respond to COVID-19

Update from the Council's Corporate Leadership Team

Page 28

Jo Negrini
Chief Executive

26/05/20

CROYDON
www.croydon.gov.uk

1 Responding to the emergency

2 Mobilising workforce and services post-Covid

3 Future Council, Partnership and Borough

Financial review and Medium-Term Financial Strategy

Incorporating Good Practice and Lessons Learned

The CroydonTogether Portfolio

Croydon Together Portfolio

1 Responding to the emergency

- Council Gold structure
- Shielding
- Care homes
- PPE
- Test and Trace
- Economic measures
- Bereavement/mortuaries

2 Mobilising workforce and services post-Covid

- Reopening of staff facilities, in line with safe distancing measures and other government guidance.
- Enabling staff to work as flexibly and effectively as possible
- Prioritisation of teams and staff members considering service area, underlying conditions, ideal way of working and feasibility.

3 Future Council, Partnership and Borough

- Future Organisational Design
- Utilising lessons learned from new ways of working to identify and realise vision for Council and Borough that recognises need for financial sustainability.
- Separate inward and outward focuses for the organisation and for the wider borough.
- Renewed local economy

How the Financial Impact from Covid 19 will be managed

- Covid-19 has had significant impact on the financial position of all sectors. Croydon Council is not an exception to this and has committed to resourcing critical services to support our vulnerable residents and businesses.
- As of May 2020, the Council has received £19.9m of funding for Covid19 costs, we know that this is not enough and will continue to lobby for more funding, whilst reviewing and reducing spend.
- We have also received over £60m of funding for small businesses, £4m for care homes infection control and will receive an amount for Test Track and Trace (TBC)
- The Council is taking a proactive approach to managing this financial impact and has taken already steps including:
 - Creation of a Finance Review Panel to do a complete assessment
 - Placing a restriction on all non-essential spending
 - Implementing a Recruitment Freeze

- The May return to MHCLG in relation to spending pressures arising from Covid19 indicates the Council will have a net current year forecast overspend of £62.7m.
- The financial impact on Croydon is the 4th largest in London according to London Councils. The data is anonymised so it is uncertain where other councils rank. The total estimated financial impact of C19 in London in 2020-21 is £1.8bn.
- For comparison here are the shortfalls for other Councils resulting from Covid-19 that we know of.
 - Birmingham City Council – £222.5m
 - Manchester City Council - £133m
 - Leeds City Council – £107.04m
 - Leicester City Council – £83.3m
 - Kent County Council – £79.58m

Supporting our local economy

- 14,010 Businesses operating from 9,179 business premises across Croydon.
- 3rd largest business base in South London, 13th largest in London.
- Spoken to 2115+ businesses already, up to 250 calls per day in the early days.
- Advice, guidance, newsletters and signposting e.g. Croydon Business Network, Cultural business network, Croydon Cultural Relief Fund
- Referred to business advice hubs, Coast to Capital and the Croydon Bids.
- Expected huge rise in unemployment.
- Low skilled workers, younger and women affected the most.
- Historically low skilled workers, younger and women effected the most. Evidence is starting to show a greater increase in women claimants aged between 16-24 and over 50.
- Sustainable Croydon Economic Renewal Board.

- 3,137 - recipients of business grant
- £42.5m - cumulative value
- 3,583 - residents applied to refer their council tax payment by 2 months

All data as of 20th May 2020



Croydon Works
@CroydonWorks



The team are working hard to place residents into work, and support businesses during these uncertain times.



Plans for Managing the Return of staff to work and potential impact of BAU

Staff Mobilisation

- It is critical we open up our facilities again to ensure services that need staff physically in the office can operate effectively.
- However, it is clear that the opening of our facilities does not mean everyone can come back.
- The Council is putting our staff and resident welfare at the heart of our planning and is completing a whole organisation risk assessment to protect anyone who enters our buildings.
- We are implementing a phased approach starting with the re-opening of BWH in June. The building will be open to 375 FTE, with alternating and touchdown options allowing a greater number whilst ensuring government safety guidance, including social distancing, is adhered to.
- The Council is currently getting feedback from all of our teams and individual staff to identify what teams need to come back in and who can do so safely.

Bottom-up engagement on lessons-learned

Staff survey

- **70%** of staff have responded so far [as of 21st May]
- **67%** agree or strongly agree they're enjoying the flexibility of working from home with our new technology. [8% disagree or strongly disagree*]
- **63%** agree or strongly agree the organisation supports their health and wellbeing. [9% disagree or strongly disagree*]
- **61%** agree or strongly agree our council leaders are communicating and managing the pandemic well. [4% disagree or strongly disagree*]

*remaining numbers are neutral, left question blank, or chose 'prefer not to say'.

Bottom-up engagement on lessons-learned

Staff 'retrospective' workshops and deep dives

- 14 interactive workshops, 100 staff, cabinet and partners have participated so far
- 2 with Cabinet Members, 1 with ELT, 2 with external partners, 4 in Resources, 2 in Children's, 3 in Place.

Lessons from workshops to date:

- We have worked effectively from home and had more time to focus on tasks without being distracted in the office.
- We adapted quickly to new ways of working, we have rapidly learnt how to use new technology such as MS Teams.
- Staff have valued the regular communication from senior leaders and would like this to continue.
- Caring responsibilities have made it challenging for some staff to work from home.

- Staff would like us to consider providing equipment (e.g. monitors) at home and invest more in the Council's systems for remote working.
- Some staff have struggled to maintain their work/life balance while working remotely, so we like to develop some principles for working from to ensure that staff continue to take breaks and look after their well-being.
- Some teams have supported each other's well-being with activities such as coffee break virtual meetings and team quizzes. However some staff are still feeling isolated and miss face-to-face contact with colleagues and residents.
- The Local Strategic Partnership has enabled us to co-ordinate our response with partners to effectively enforce the lockdown and keep residents and staff safe.
- Not all of our residents have the necessary technology to access our services digitally and the telephony system requires some improvement.

Briefing to Scrutiny: Phased widening of the return to school

Shelley Davies

Interim Director of Education

Children, Families and Education

20th March 2020

Background

The government announced that schools might begin to return from 1st June starting with pupils in Years R, 1 and 6.

This will expand to other year groups as and when the scientific advice permits, with the aim for all primary aged pupils to have a least one month in school before the summer holiday.

Provision remains in place for vulnerable children and the children of keyworkers alongside remote learning for all other students.

- The majority of schools have remained open for key worker and vulnerable children.
- A schools reopening working group has been established with a group of 8 school leaders across the range of schools.
- Locality meetings with smaller groups of primary leaders have taken place week during the week beginning 18th May.
- A guidance paper has been developed and shared with schools to support with the planning of wider reopening.
- Action plan developed to highlight the focus for the Education Directorate in supporting schools, families and children.

- Checklist / risk assessment has been developed using a Cambridgeshire model but adapted to incorporate Croydon context.
- Schools asked to share high level information about outcome of any risk assessment and high level plans they are developing.
- We are 'walking alongside' schools to support with the widening of the opening. We recognise that school leaders will need to carry out risk assessments and make decisions based on this and their individual context.

Key risks/concerns:

| Staffing | Safety | Curriculum |
|--|---|--|
| Staffing levels | PPE | Play based curriculum |
| Transparency and fairness in who is expected to work | Social distancing | Home learning |
| Not clear about phased returns | Testing | Inability to provide nurture to children |
| Vulnerable / shielded / high risk staff | Capacity of school buildings and available spaces | |
| | Duty of care to pupils, families and staff | |
| | Public transport – staff and families | |

Adult social care

Guy Van Dichele

26.05.2020

Supporting our care homes

- Care Homes remain under pressure but the situation is improving with fewer homes and residents with COVID and more care home staff back at work. Infection control, testing and PPE provision and usage remain priorities to support homes.
- Care Home System Response Plan continues to develop:
 - **London Strategic Care Homes Group** – the Director of Adult Social Services and Director of Public Health both members.
 - **Workforce** – staffing absence tracked at around 20%. Resources shared to support staff wellbeing regularly shared via information session and [Croydon Care Homes website](#)
 - **PPE** - 66 homes to date provided with emergency supplies (a total of 145 emergency requests fulfilled). Pan-London route for more sustainable supply progressing
 - **Targeted Support** – With Public Health providing regular 1 to 1 support for homes, currently preparing train the trainer approach to enhance infection control skills in homes
 - **Communication** – regular communication with care homes continues. In recent survey 74% of 105 homes selected either 4 [29%] or 5 [42%] using 1-5 scale of 1- ‘not supported’ to 5 - ‘very supported’
 - **Testing** – Care homes are accessing the new testing portal and Director of Public Health is prioritising homes for staff and resident testing.
 - **Financial sustainability** – continuing to engage with providers about sustainability. Infection Control Fund payments being prepared to be released as soon as funding received from government.

Page 43

- Large market, 123 care homes, 63 support older people.
- Greatest risk amongst older residents, 14 of 63 older people homes reporting residents displaying COVID-19.
- 34 care home residents displaying COVID-19.

All data as of 20 May 2020

Supporting our vulnerable and shielded residents

- Daily update of people registered as shielding. Core team is trained and able to contact them to meet demand.
- LA hub receiving referrals for urgent food parcel delivery.
- Referrals made to voluntary and community sector (VCS) for residents who require support arranging less urgent food and medication delivery.
- Referrals to other Council and partners for all other identified needs.
- Calls to Council COVID phone – 2223; 1477 shielded, 746 non-shielded.
- Emails to Council COVID email – 1323; 906 shielded, 417 non-shielded.
- Welfare rights hotline 5 full days a week – 677 calls and emails from residents.
- Discretionary support team received 2400+ calls and emails from residents.
- £44,884 food vouchers | £7,089 emergency amenities.
- Significant VCS role in providing food to vulnerable residents Foodstops and foodbanks / Mutual aid groups (60+ now established).
- Emergency grants launched for VCS groups, up to £10k.
- Single homeless service placed 160 rough sleepers, 91 of whom have been verified as rough sleeping by the outreach service.
- Croydon COVID Protect Hotel – 110 people in total. 15 are Croydon rough sleepers, 27 Croydon rough sleepers accessed other London Covid hotels.

- 14,056 shielded residents
- 7,014 registered online
- 7,014 – contacted and triaged
- 6,383 - requiring no support
- 631 - receiving the support they require
- 308 – residents visited due to unknown whereabouts and on government shielded list
- 27 - bulk food and essentials consignment received, packed into individual packages
- 1,338 - emergency food packages delivered
 - 759 shielded
 - 586 non-shielded
- 1552 voluntary and community sector deliveries to shielding individuals
- 9,869 government arranged food deliveries

data above as of 20 May 2020

Page 44

Thank you

This page is intentionally left blank