

London Borough of Hammersmith & Fulham

Report to: The Economy, Housing and the Arts Policy and Accountability Committee

Date: 16/07/2020

Subject: The Economy – Recovery Overview & Lessons Learnt

Report of: Chris Reynolds

Responsible Director: Tony Clements

1. Summary

- 1.1. This report details those measures taken by the Economy to mitigate the impacts of Covid-19 on the department during the initial 'response' phase, those lessons learnt to date, and those plans currently being implemented by services during the transition from response to 'recovery' phase.

2. Business Continuity Planning

- 2.1. All departmental business continuity plans were reviewed, refreshed and tested between March and April 2020, during the initial response phase:

| Classification | Economy Service | Date Plan Refreshed | Plan Tested? |
|----------------|----------------------------|---------------------|--------------|
| P1 | Customer Service Centre | 14/04/2020 | Yes |
| P1 | Client Repairs | 14/04/2020 | Yes |
| P1 | H&F Maintenance | 14/04/2020 | Yes |
| P1 | Water Safety and Delivery | 14/04/2020 | Yes |
| P1 | Electrical | 14/04/2020 | Yes |
| P1 | Health & Safety compliance | 14/04/2020 | Yes |
| P1 | Asbestos | 14/04/2020 | Yes |
| P1 | Gas | 14/04/2020 | Yes |
| P1 | Lifts | 14/04/2020 | Yes |
| P1 | Aids and Adaptions | 16/04/2020 | Yes |
| P1 | Capital Delivery | 14/04/2020 | Yes |
| P1 | Fire | 21/04/2020 | Yes |
| P1 | Sheltered Housing | 14/04/2020 | Yes |
| P1 | Tenancy Management North | 14/04/2020 | Yes |
| P1 | Assessment & Prevention | 19/04/2020 | Yes |
| P1 | Housing Solutions | 14/04/2020 | Yes |
| P2 | Property Compliance Team | 14/02/2020 | Yes |

| | | | |
|--------------|-----------------------|------------|-----|
| P3 | Resident Involvement | 14/04/2020 | Yes |
| P3 | Business Support Team | 14/04/2020 | Yes |
| P3 | Area Regeneration | 14/04/2020 | Yes |
| P3/P4 | Planning | 14/04/2020 | Yes |
| P4 | Business Intelligence | 16/02/2020 | Yes |

2.2. All Economy Services are currently reviewing and refreshing business continuity plans in the likelihood of a possible 2nd Wave and or local outbreak.

2.3. All Economy business continuity plans are available upon request.

3. Risk Assessments

3.1 All Economy Services listed in section 2.1 have completed Covid-19 service specific risk assessments in conjunction with H&F Corporate Health & Safety.

3.2 Those services still occupying H&F buildings have completed individual risk assessments for all frontline staff working out of H&F offices.

3.3 All Economy services risk assessments are available upon request.

4. Critical Service Delivery Situation Reports

4.1 Since 23rd March 2020, the Economy has provided daily situation reports to London Resilience via H&F Borough Emergency Control Centre (BECC). The purpose of daily reports being to measure and manage the impacts of Covid-19 on key/critical Council services.

4.2 Services were categorised against the following definitions:

| Resilience Score | Definition |
|-------------------------|--|
| 1 | Service is delivering equivalent as pre-COVID services |
| 2 | Service is delivering a reduced service, compared to pre-COVID services |
| 3 | Service is delivering the minimum reduced service (no further reductions possible) |
| 4 | Service can no longer be safely provided (requiring mutual support) |

4.3 The below Economy services were required to submit daily situation reports against the following services and functions:

| Housing Services: | |
|---------------------------------------|--------------------|
| Function | Measurement |
| Emergency repairs are being performed | 1 - 4 |

| | |
|---|--------------------|
| Critical housing safety checks and repairs (fire safety, gas) are being delivered. | 1 - 4 |
| Emergency housing provision | 1 - 4 |
| Overall resilience of housing services | 1 - 4 |
| Anticipated overall status of housing services in 7 days | 1 - 4 |
| Staffing capacity of housing services | 0 – 100% |
| Anticipated staffing capacity of housing services in 7 days | 0 – 100% |
| Planning Services: | |
| Function | Measurement |
| Ability of planning service to process critical (major housing or regeneration) planning decisions. | 1 - 4 |

- 4.4 Since the 6th April 2020, no Economy services (referenced above) have reported service delivery above a **Level 2** (Service is delivering a reduced service, compared to pre-COVID services) with several services now reporting a **Level 1** (delivering an equivalent pre-COVID services).
- 4.5 Since 11th May 2020 the Economy have only been required to submit weekly Situation Reports to London Resilience against the following services / measurements:

| | |
|--|--------------------|
| Housing Services: | |
| Function | Measurement |
| Housing evictions - What are the Councils plans for reinstating eviction notices/completing evictions for council managed homes? | Written update. |
| Economic Development: | |
| Function | Measurement |
| Supporting businesses - How are the Council supporting businesses in your area to reopen including if businesses have furloughed staff? | Written update. |

5. Lessons Learnt Log

- 5.1 In June 2020, the Economy undertook its own 'lessons learnt exercise' where servicers were asked to consider 'what we've learnt from the crisis, have changed and want to keep, stopped and can let go, need to return to in some form and need re-imagining.'
- 5.2 All areas of the Economy fed into the process and our findings were shared Corporately via the Recovery Board.
- 5.3 Consistencies observed across the department include:
- **That Economy services are robust and have adapted quickly to a more solution-based and risk-focused approach to service delivery.**

- **That we have a committed workforce** that has adapted quickly to the situation and is focused on delivering services in new ways.
- That staffs transition to remote working has been made easier by those technology systems in place which have been functioning well.
- **That our residents have proven to be amazingly resilient** but need further support to develop IT capabilities and the confidence to adapt to new ways of working.

5.4 Key service headlines:

- **Homelessness services** have continued to improve the welfare of rough sleepers and enhance Partnerships with the voluntary sector, businesses and statutory agencies. Emergency accommodation has been delivered to over 275 rough sleepers and people at risk of rough sleeping at pace, and into good quality emergency accommodation. 52 people accommodated without recourse to public funds.
- **Growth & Planning services** have evidenced that they can be delivered almost entirely remotely, with decisions continuing to be made to enable development/regen in the borough. The Development Team has delivered positive/alternative methods of consulting with residents and stakeholders, trialling live/online consultations, as well as innovative new techniques, such as 'fly-throughs' (virtual/online journeys) of developments.
- **Neighbourhood services** have continued to improve resident welfare and minimise the impacts to Sheltered Housing residents. The team have increased the number of phone lines open to residents to compensate for reception closures and remote working, and supported residents by carrying out a schedule of telephone welfare checks and delivering regular service update newsletters to sheltered residents. The team are in the process of carrying out phone surveys with all 950 Sheltered residents to address the current gap in direct customer feedback about our service.
- **Economic Developments Enterprise Team** Introduced a three-month rent holiday to commercial tenants and market traders. Employment Brokerage support for residents and employers is now online and phone based, and the team continues to share jobs and apprenticeship opportunities with VCS partners, directly referring residents to vacancies.
- **Adult Learning Services (ALSS)** have continued to deliver 58% of courses online during the crisis.

5.5 The lessons learnt log is listed in the appendices.

6. Recovery Plans on a Page

- 6.1 All areas within the Economy have commenced planning and drafting high-level 'recovery plans on a page', providing an executive summary of teams intended direction of travel for recovery and associated priorities.
- 6.2 Work on these documents is ongoing and draft plans are available for all Economy service areas upon request.

7. Recovery Pipeline Savings

- 7.1 Initial Economy pipeline savings plans were submitted to Recovery Board on 22nd June 2020 in readiness for SLT Away Day on 3rd July and Cabinet Challenge Review Day on 29th July.
- 7.2 These documents provide a departmental position statement in relation to both the General Fund and Housing Revenue Account (HRA) and initial saving proposals.

8. Conclusion

- 8.1 That members consider the content of this report.

9. Appendices:

All exempt information must be placed in an exempt appendix. As much information as possible must be in the open report, exempt appendices should therefore contain as little information as possible.

Please submit appendices with the main report. Appendices should be numbered clearly and consecutively on the top right-hand corner of the page, i.e. Appendix 1, Appendix 2, etc. There needs to be a clear reference to the appendix in the body of the report.

1. Lessons Learnt Log
2. Amended Lessons Learnt Presentation to Recovery Board