

## Appendix X – Lessons Learnt and Impacts

### LESSONS LEARNT – HOUSING MANAGEMENT

| REPAIRS   | Update  |
|---|---|
| What have you learned during the crisis?  | That the service is robust and has the ability to adapt quickly. We did this by revising Business Continuity and were able to deliver service in known COVID properties, following Government Guidance and internal Health and Safety recommendations inclusive of Risk Assessments. The requirement to capture non-productive time better i.e. Site Inspections and productivity |
| What have we changed that we want to keep?  | Additional remote working and more online/WhatsApp surveys and meetings - Teams to be a frequent platform for engagement. Flexible working reduction of demand on desk/office space. Less pressure for meeting rooms.   |
| What have we stopped that we can let go?  | Promotion of weekly and monthly meetings at office, bi monthly to reduce but still meet to develop professional relationships.  |
| What needs to return in some form?  | Team face to face interaction may lead to low moral or team members feeling slightly isolated. On site Surveyor inspections will re-commence with immediate effect.   |
| What needs to be re-imagined to respond to the new world and financial resources? | We are currently reviewing the team structure concentrating on both the financials and the efficiencies savings where elements can work remotely - however, the majority of the service requires a hand on approach.  |

| HOUSING MANAGEMENT  | Update  |
|---|---|
| What have you learned during the crisis?  | We have a committed workforce, that adapted quickly to the situation and focused on delivering a service in a new way. Change to a more solution focused and risk taking approach in changing service delivery, to find an alternative quickly. The need for increased IT support to transform the quickly moved remote processes into long term solutions. \That residents have been amazingly resilient but need further support to develop IT capabilities and confidence to adapt to the new ways of working by all sectors of the community. That residents still want to see us and want increased access, some are feeling abandoned and isolated, especially as other services and shops close their face to face contact. Lack of break clauses in accommodation and employment contracts hinders us when adapting to the changed environment. |
| What have we changed that we want to keep?  | more working from home, keep reduced face to face interaction where there is an effective alternative, move to daily and weekly team meetings to combat remote working isolation, IT up-skilling focus, additional phone lines, freedom for managers to change and manage service - more trust and autonomy, delivering change effectively and without bureaucracy, using chat facilities, instead of emails.   |
| What have we stopped that we can let go?  | Potentially the need for area housing offices/receptions. reliance on face to face meetings. paper forms and processes. email volume.   |
| What needs to return in some form?  | resident involvement and forums. fraud visits, asb interview face to face and tenancy audits to achieve effective management,   |
| What needs to be re-imagined to respond to the new world and financial resources? | overall service/staffing review. doing things that add value while taking things away that don't to balance service transformation for residents. our relationship and visibility to residents when we are not as visible on site. maintaining networks and relationships while working remotely. IT strategy to quickly and effectively support teams to move to digital solutions, self-service etc. accommodation review.  |

| <b>CSC</b>  | <b>Update</b>  |
|---|--|
| What have you learned during the crisis?  | 1) My team is very resilient and resourceful. We would never have thought we could move to 100% home working in the contact centre. We mobilised this over a few days.<br>2) The importance of communication routes and providing small, regular briefings to keep everyone updated.   |
| What have we changed that we want to keep?  | We will keep the flexibility of allowing staff the regularly homework and reduce the need for them to come in to the office. This has improved attendance levels and motivation.   |
| What have we stopped that we can let go?  | N/A  |
| What needs to return in some form?  | We do need some level of office interaction and time physically located with the contractors especially during demobilisation/remobilisation.  |
| What needs to be re-imagined to respond to the new world and financial resources? | 1) We need to look at what we provide staff to enable them to continue home working. The laptops and mobile phones were great in the short term and we've ordered some additional DSE equipment but I think we need a proper review of what is needed to do the role and how this is provided to staff.<br>2) We need to find new ways to let the team keep in touch with each other and with the wider services when they are home working. A little bit of silo working has crept in and we need to break this down again. |

| <b>LEASEHOLDER/MAJOR WORKS TEAM</b>   | <b>Update</b>   |
|---|---|
| What have you learned during the crisis?  | * We can deliver a significant proportion of our service remotely.<br>* Future will be more challenging as customers seek ways to circumvent settling charges (whether on account of means, illness or simply having more time).  |
| What have we changed that we want to keep?  | * Increasing WFH provisions.<br>* Continued use of Teams for meetings.  |
| What have we stopped that we can let go?  | N/A   |
| What needs to return in some form?  | * Ability to accommodate lessees that want to come in to a designated venue to inspect paperwork.   |
| What needs to be re-imagined to respond to the new world and financial resources? | * Some form of centralised document management system and, perhaps a central printing hub might negate the need for officers to visit the office to scan new post and print mailshots.<br>* A dedicated budget line to fund the reasonable equipment staff need to work remotely on a more permanent basis (with agreement on how returned at end of employment). |

| <b>ETATAE GARAGES &amp; PARKING</b> | <b>Update</b> |
|-------------------------------------|---------------|
|-------------------------------------|---------------|

|   |   |
|---|---|
| What have you learned during the crisis?  | <ul style="list-style-type: none"> <li>• Most tasks can be performed remotely.</li> <li>• Permit/fob/key collections can be done at allotted times during the week (currently twice a week).</li> <li>• Currently we have inconsistencies in policy between estate parking (The Economy) and on street parking (The Environment Dept.) although using the same parking permit system. Consultation between the two depts is required for uniformity.</li> <li>• Some officers home environment is not conducive for long term home working i.e. shared accommodation, lack of safe working space.</li> <li>• The use of virtual meetings have been good and should continue.</li> <li>• Phone and inbox duty whilst WFH is easier to focus and co-ordinate responses.</li> <li>• Changed to using Openscape for all team phone calls.</li> </ul>  |
| What have we changed that we want to keep?  | N/A   |
| What have we stopped that we can let go?  | N/A   |
| What needs to return in some form?  | <p>started by 1st June 2020</p> <ul style="list-style-type: none"> <li>• Lettings – option of virtual (live video call) or in person. If in person social distancing rules with appropriate PPE applied.</li> <li>• Arrears collection - Creation of payment plans, look at potential write offs of accrued debts in Covid-19 related cases, adjustment of direct debits that have been reduced due to affordability issues. Two officers lead.</li> <li>• Garage refurbishment programme – Letters out to residents to book appointments for access and officers to attend where residents not available. Social distancing rules with appropriate PPE applied.</li> <li>• TRA requested projects – Garages Manager to solely concentrate on working with TRA's to achieve these and post inspections of outstanding repairs.</li> <li>• Backlog of repairs – Designated officer to collect, log and arrange post inspection.</li> </ul> |
| What needs to be re-imagined to respond to the new world and financial resources? | Viewings can be done virtually, by live video calling.  |
|   |   |
| <b>ETSTAES</b>  | <b>Update</b>   |
| What have you learned during the crisis?  | <p>Minimal office presence needed.</p> <p>Site based working needs to be retained to monitor the cleaning contract. The provision of an additional vehicle would allow a minimal service to continue with lockdown measures.</p> <p>Weekend contract monitoring maybe required going forward to deal with the increase of cleaning measures.</p> <p>Increase in bulk storage areas and review locations on estates to ensure fire safety and to deter fly tipping.</p>  |
| What have we changed that we want to keep?  | Minimal office presence needed.   |
| What have we stopped that we can let go?  | N/A   |

|  |   |
|--|---|
| <p>What needs to return in some form?</p>  | <p>by 1st June 2020 subject to funding</p> <ul style="list-style-type: none"> <li>• Cleaning contract monitoring to resume – Site based working, with PPE and social distancing measures. Use of area offices, caretaking welfare facilities for hygiene.</li> <li>• Open all ball courts (awaiting permission from BECC/GOLD).</li> <li>• Backlog of service requests collated, residents updated and works planned with Pinnacle.</li> <li>• Keep increased service to sheltered schemes until the end June in line with shielding guidelines.</li> <li>• Carry on focussed cleaning of high touch point areas in general housing blocks twice a day – 63 caretakers working an extra hour each day (subject to funding/agreement)</li> </ul> <p>Priorities to get started by 4th July 2020</p> <ul style="list-style-type: none"> <li>• 63 Playgrounds/5 amenity areas to open – Equipment inspected for any maintenance required to be carried out 2 weeks prior to opening by ARD (subject to funding/approval)</li> <li>• Cleaning of Playgrounds before opening and regularly thereafter.</li> <li>• Reduce cleaning regime in sheltered schemes to once a day and maintain weekends for 12 weeks (subject to a conversation with Housing Management colleagues and potentially BECC/SLT sign off)</li> <li>• Separate fire safety removal requests by Housing Management from normal cleaning activities.</li> <li>• Schedule in yearly deep cleans that have been missed.</li> </ul> |
| <p>What needs to be re-imagined to respond to the new world and financial resources?</p> |   |
|  |   |
| <p><b>RESIDENT INVOLVEMENT</b></p>   | <p><b>Update</b></p>  |
| <p>What have you learned during the crisis?</p>  | <p>That change can happen very quickly. The H&amp;F CAN service was established in 3 weeks.<br/> That residents who we would never have thought could meet online for a meeting have adapted and embraced the new ways of working very quickly.<br/> That online resident meetings could offer an efficient and accessible (through phone dial in to MS Teams as well as online) way of engaging</p>  |
| <p>What have we changed that we want to keep?</p>  | <p>Online and paper-free engagement.<br/> The team working remotely used tools such as Microsoft Teams to stay connected.<br/> Meeting becoming more focussed.<br/> An openness to embrace change and try new approaches.</p>   |
| <p>What have we stopped that we can let go?</p>  | <p>Attending meetings that can be done online.</p>  |
| <p>What needs to return in some form?</p>  | <p>The re-opening of TRA halls/community halls and rooms, when Government advice allows.<br/> The holding of events, when Government advice allows.</p>   |
| <p>What needs to be re-imagined to respond to the new world and financial resources?</p> | <p>What it means to connect communities and how we can support residents to work more closely with third sector organisations.<br/> How we can support residents to better scrutinise the services we deliver and how we can increase their voice in terms of recommendation setting and decision making.</p>   |

| <b>CAPITAL WORKS ENGAGEMENT</b>  | <b>Update</b>  |
|--|--|
| What have you learned during the crisis?   | We can work remotely more often and make far better use of our IT, TEAMS etc. My team are very resilient and quickly adapted to working in an environment (call centre set up while working from home and using a CRM app) completely new to them. H&F staff from across the council have come together to create new teams to deliver services to our most vulnerable residents. As a manager the importance of regularly checking in with my Team more often than if we were working at the office to check on their wellbeing and holding Team meetings more regularly. |
| What have we changed that we want to keep?   | Working across different areas of the council more holistically. Take all the knowledge we have learned from CAN and Shield to provide a better service to residents while delivering capital works. Continue to promote the MAGS to get communities supporting each other and to make stronger communities. Using the opportunities of contact during the delivery of capital works to reach some of our more vulnerable residents. More use of virtual meetings etc.   |
| What have we stopped that we can let go?   | Everything having to be face to face. Always having to be in the office. Our IT equipment has shown that we can work in a more agile way and this will be encouraged moving forward.   |
| What needs to return in some form?   | Resident engagement meetings but maybe use both traditional and new ways of working. Residents dialling in to meetings if they are unable to attend.   |
| What needs to be re-imagined to respond to the new world and financial resources?    | How we can deliver the existing service level within the same or reduced costings. Looking at where we have an overlap of services. Looking at how we can use social value (from major works contracts in particular) to deliver works etc on the estates that due to budget restrictions might not go ahead. Looking at opportunities to join up funding from different areas across the business to have a more long-term approach and to complement our capital works.  |
|  |  |
| <b>HOMELESSNESS PREVENTION &amp; ASSESSMENT, NRPF &amp; SYRIAN REFUGEE PROGRAMME</b> | <b>Update</b>  |
| What have you learned during the crisis?   | We can deliver services in different, remote ways. We can quickly channel-shift when needed and mobilise new processes very quickly. Our staff are resilient and have embraced working from home. We can deliver a statutorily-compliant, responsive service with staff working remotely. Our business-as-usual involves a lot of face-to-face contact which hasn't proven to be necessary.  |
| What have we changed that we want to keep?   | More working from home, more digital processes, reduced face to face interaction   |
| What have we stopped that we can let go?   | Crowding into meeting rooms in office buildings.   |
| What needs to return in some form?   | Face-to-face appointments with homeless applicants. Home visits to Syrian Refugee Programme households.  |
| What needs to be re-imagined to respond to the new world and financial resources?    | Manual processes, the need to address functional splits between services and reduce hand-offs  |
|  |  |

| <b>ROUGH SLEEPING &amp; COMMISSIONING</b>   | <b>Update</b>   |
|---|---|
| What have you learned during the crisis?  | We can deliver services in different, remote ways. Local services are resilient; innovative and can mobilise new ways of working quickly. We do not need as many face to face meetings. Voluntary organisations lack IT infrastructure to be able to hold remote meetings e.g. several staff using one mobile phone to dial into Teams meetings. Financial pressures on services that are already lean. Budget pressures. |
| What have we changed that we want to keep?  | More working from home; shorter more focussed, efficient meetings on Teams.   |
| What have we stopped that we can let go?  | Large meetings in office buildings; focus on presenteeism in office.  |
| What needs to return in some form?  | Face to face working will need to resume. Rough sleeping co-ordinator to resume presence in borough to monitor rough sleeping and street activity. We are relying on third-party information to assess visibility of rough sleeping. Staff play an important role in reporting what they see when they are out and about in the borough. Day centres need to be re-opened safely.   |
| What needs to be re-imagined to respond to the new world and financial resources? | Opportunity to reduce office buildings; reduce silo-working across and within departments; increase NHS investment in homeless services.  |
|   |   |
| <b>HOUSING ALLOCATIONS &amp; LETTINGS</b>   | <b>Update</b>   |
| What have you learned during the crisis?  | Technology has a greater role to play in delivering our Services going forward. Our staff can adapt quickly to new working ways. Our services can be delivered with 10% office presence rather than 90% as was the case pre-Covid.  |
| What have we changed that we want to keep?  | Working from home, remote meetings, better use of technology and reduced face to face interaction.  |
| What have we stopped that we can let go?  | The requirement for physical attendance at meetings,  |
| What needs to return in some form?  | Home visits to our more vulnerable or complex need tenants in Temporary Accommodation.  |
| What needs to be re-imagined to respond to the new world and financial resources? | Better joined up working between services, case management systems, shared across critical services.  |
|   |   |
| <b>M&amp;E - ELECTRICAL, SECURITY &amp; FIRE COMPLIANCE</b>                       | <b>Update</b>   |
| What have you learned during the crisis?  | Communication with the contractors is vital. Clear agreement on the changed status with the contractor. The importance of still providing an excellent emergency service.   |
| What have we changed that we want to keep?  | Working from home is a viable method of working. We still need an Electrical Inspector in the field but communication is seemingly easier in the current conditions. There are less office distractions. "Wim conversations" do not occur. Meetings are easier to organise and more effective and the working day has more  |

|   |  |
|---|--|
|   | hours as they do not involve travelling.   |
| What have we stopped that we can let go?  | Large group updates. These can all be updated virtually. The general starburst communications have improved over the lockdown and these can continue to be effective.  |
| What needs to return in some form?  | Individual meetings must continue. Managers need to think about maintaining regular one-to-ones with staff. I include myself in that.  |
| What needs to be re-imagined to respond to the new world and financial resources? | Working directly with contractors. Not wasting money on allowing subcontractor uplifts. Rebates on volume.   |
|   |  |
| <b>GAS AND LEGIONELLA MONITORING</b>  | <b>Update</b>  |
| What have you learned during the crisis?  | Remote working works, having a clear program of works/tasks with on-going dialogue and communications with all stakeholders delivers success.  |
| What have we changed that we want to keep?  | We could keep remote working.  |
| What have we stopped that we can let go?  | Full time working centrally  |
| What needs to return in some form?  | Alongside remote working there is a need to have team interactions, weekly team meetings within an office etc.   |
| What needs to be re-imagined to respond to the new world and financial resources? | Very little within our area of responsibilities. The expectations of our residents within the old world impacted on the Councils ability to deliver, I believe the New World will provide the Council with an opportunity to deliver a level of service which goes beyond our residents' expectations. |
|   |  |
| <b>CAPITAL DELIVERY &amp; PCT</b>   | <b>Update</b>  |
| What have you learned during the crisis?  | The service can be delivered by remote working.  |
| What have we changed that we want to keep?  | Use of external mailing service for comms/ Lots of Teams Meetings  |
| What have we stopped that we can let go?  | Office printing  |
| What needs to return in some form?  | Mail distribution  |
| What needs to be re-imagined to respond to the new world and financial resources? | Mail should be sent to a central point or mailing service for scanning and distribution. Also mail out services should be engaged for posting to reduce the requirement of collection and office printing for distribution.  |

## LESSONS LEARNT – GROWTH

| DEVELOPMENT                                | Update  |
|--|---|
| What have you learned during the crisis?   | <p>Trust' is paramount/essential when working flexibly and remotely - to compliment staffs own WLB working arrangements and that supports and maintains service provision.</p> <p>Maintaining service provision from consultants/contractors is easier than first thought.</p> <p>Flexible and remote working must however, be supported by robust IT, apparatus and platforms that make it easy for people to do so and that it allows business continuity.</p> <p>Transition to remote working has been an easier process mainly due to the technology systems in place (including laptops, mobiles, server, internet etc) which has been functioning well.</p> <p>The team, department and Council have made the adjustment quickly and responded well to the crisis. Everyone should be applauded for that.</p> <p>Finding new and creative ways to work virtually - including ideas around consultation with residents and stakeholders has been positive.</p> <p>Pro-actively maintain a structured contact with members of the team and checking in on them - as you're not just bumping into them in the office etc. Those useful 5 minute conversations whilst making a cup of tea need to be facilitated another way.</p> <p>The impact on the improvement of the climate has been positive - less pollution in the air especially in London with fewer people commuting.</p> <p>Less reliance on the need to be in the office. Your office can be anywhere that has decent Wi-Fi connection - which is positive.</p> |
| What have we changed that we want to keep? | <p>More agile ways of working/remote working/less travelling can be more productive – as long as it supports business need<br/>Teams has been a 'life saver' and allows flexible working.</p> <p>We have been forced to be innovative - especially around consultation - but this will be a positive move in the medium to longer term - to better engage with a broader group.</p> <p>These new methods should now be adopted to complement existing more traditional - to ensure we capture and engage with a wider audience. (i.e.: silent majority).</p> <p>Pro-active structured catch-ups to focus on task management.</p>  |
| What have we stopped that we can let go?   | <p>Unnecessary meetings/catch-ups. It has forced people to arrange meetings or catch ups with an output/outcome. Maybe we've become more efficient/focused.</p> <p>Reliance on face-to-face meetings - although a balance of both is essential to build team spirit/morale and togetherness etc. - otherwise there is a risk of everyone working in isolation (no team spirit/not feeling part of a team).</p>  |
| What needs to return in some form?         | <p>Definitely some face to face/social interaction with work colleagues and service providers - but maybe on a chosen number of days.</p> <p>Informal interaction and knowledge share.</p> <p>Support for mental and physical health - there is a greater appreciation for mental health and mindfulness</p> <p>Risk of not achieving WLB - as to easy to check your computer all the time - which isn't good for health.</p>   |

|   |  |
|---|--|
| What needs to be re-imagined to respond to the new world and financial resources? | <p>Social-distancing measures in the office and managing numbers</p> <p>Review of Council Offices and Commercial space occupied - if more agile working is continued</p> <p>Promote more agile working from home to reduce commutes and to help reducing pollution and meeting net zero carbon targets</p> <p>Innovation and problem solving - forcing new ways of thinking, better approaches, fresh perspectives on problems/issues</p> <p>Informal and formal social interaction with team members, colleagues, service provider etc..</p> <p>Ability of physical and virtual to combine going forward.</p> |
|---|--|

| <b>ASSETT TEAM</b>  | <b>Update</b>  |
|---|--|
| What have you learned during the crisis?  | Our team on the most part remains resilient and pro-active. All staff members have been able to adapt to more permanent work settings outside of the office. Continued focus that the team are making a difference to residents/businesses within H&F is top priority and remains so. All the steps taken in the last 12 months, to upgrade the IT infrastructure, to encourage more agile working in the office with hot-desking and introducing more staff to working from home, to embrace online communication tools, to become paperless. No-one could have foreseen the events that had taken place this year. It is almost as if we have been preparing for this for the last 2 years. Testimony to ALL who have been behind the transformation. There is a real pride in working with H&F which has remained solid |
| What have we changed that we want to keep?  | Agile working appears to be working very well and overall as P4 service then a rota of officers working in an office environment could be considered. Increased way of connecting with others outside the immediate business core has been made possible but signposting and connecting with others where face to face/corridor movements have allowed exchange of information. Using a variety of ways to connect with people has been the norm. The team have shared social media platforms on listening and shared ideas more when working remotely. There is increased confidence for the team to tackle new areas of work. In our team, there is a greater reliance on property IT software and self-service systems.   |
| What have we stopped that we can let go?  | New email protocol in team to avoid cc people in has reduced email traffic. Weekly meetings downloads help make the team moving together as one. Shorter emails to each other during lockdown need to stay.  |
| What needs to return in some form?  | Some face to face meetings when projects or workstreams are beginning would be useful as kicking off new initiatives via Microsoft teams is challenging if there are many external stakeholders. Some increased guidance from People and Talent on return to work guidance would be useful for the team.   |
| What needs to be re-imagined to respond to the new world and financial resources? | Greater commitment by the organisation to focus on risk focused work and new opportunities and perhaps reduce time on a lot of BAU that is lower risk. Options on recovery of rents as the economy returns and being brave to follow through with new income opportunities in an agile way would be fantastic.   |

| <b>HOME BUY</b>                          | <b>Update</b>  |
|--|--|
| What have you learned during the crisis? | Having already moved to agile working and using applications such as Teams and WhatsApp Business this has enabled us to communicate effectively (internally and externally). Home Buy can function effectively with minimal disruptions which demonstrates we can work remotely and still have proactive and reactive communication with customers and colleagues. |
| What have we changed that we want        | Virtual viewings ,virtual weekly team meeting . Team - Wellbeing Wednesday and team catch ups  |

|   |   |
|---|---|
| to keep?  |   |
| What have we stopped that we can let go?  | Reduce customer/tenant face to face appointments and move to virtual appointment options such as WhatsApp and Teams. Subject to guidelines and tenant agreement, emailing RTB offer letters and communication. Potential use for some desktop RTB valuations in the future. |
| What needs to return in some form?  | Team - Receiving and checking post  |
| What needs to be re-imagined to respond to the new world and financial resources? | Days and time in the office, new starters who may not have entered the council buildings. Creating effective and warm communications.   |

## LESSONS LEARNT – PLANNING

| REPAIRS   | Update   |
|---|--|
| What have you learned during the crisis?  | <ul style="list-style-type: none"> <li>• We can provide the planning service 100% remotely, planning decisions can continue to be made to enable development/regen in the borough .</li> <li>• but it's not ideal, some element of face to face interaction is preferred – particularly for younger less experienced staff, new staff who learn on the job from colleagues around them. Doesn't necessarily need to be in offices in hammersmith, could be elsewhere.</li> <li>• Informal interaction is important to staff wellbeing and resilience, some are struggling with isolation, home circumstances can have a significant impact on effectiveness. Some of the junior staff live in HMOs shared houses, not ideal for 100% home working,</li> <li>• Ability to wfh is very popular</li> <li>• 24/7 flexible working works well particularly for staff with caring responsibilities who can work evening/nights weekends etc</li> <li>• Microsoft Teams works well, ability to share screens is essential. Ability to use video is helpful but IT capacity isn't supportive at mo.</li> <li>• Developer industry also adapted well and quickly to new ways of working with the Council.</li> <li>• Extg IT equipment isn't great for long terms home working – planning officers need dual screens to work efficiently - monitors, mice, keyboards – difficulty in reading plans and other docs simultaneously otherwise.</li> <li>• Managing relationships with developers and investors remotely seems to take more time but is essential to build trust</li> </ul> |
| What have we changed that we want to keep?  | <ul style="list-style-type: none"> <li>• More use of digital communications – e.g. teams mtg</li> <li>• Flexible and remote working</li> <li>• Live streaming of Planning Cttee and other meetings enables more people to engage but to enhance/supplement face to face cttee mtgs not replace it</li> <li>• Virtual Design Review Panels have worked well, could be an opportunity for future income charges too.</li> </ul>  |
| What have we stopped that we can let go?  | <ul style="list-style-type: none"> <li>• Some of the more traditional notifications processes – e.g. local newspaper notices but these will need changes to govt regs</li> <li>• Stop printing, providing hard copies of plans to the public/local groups ?</li> <li>• Stop receiving paper copies of planning applications</li> <li>• Stop receiving paper letters of comments on planning applications?</li> </ul>   |
| What needs to return in some form?  | <ul style="list-style-type: none"> <li>• Officer Site visits are essential to assess impacts of proposed developments and inform planning judgements – we can't get all the info from video/photo/live streaming – particularly important for dealing with enforcement queries and complaints.</li> </ul>  |
| What needs to be re-imagined to respond to the new world and financial resources? | <ul style="list-style-type: none"> <li>• Our land and property database and case management system (used by planning, envt service building control, land charges) isn't fit for purpose in a digital world - needs significant modernisation and agility – a procurement process is underway and covid experience has helped us refine the spec.</li> <li>• A more interactive website, e.g. ability to upload fly-throughs, have interactive surveys etc</li> <li>• Need to review and consult on a new Statement of Community Involvement – stat doc setting out how the Council engages and consults on all planning matters.</li> <li>• Reduce office accommodation, reduce individual desks but have more flexible collaborative working spaces</li> </ul>   |

## LESSONS LEARNT – ECONOMIC DEVELOPMENT

| REPAIRS   | Update   |
|---|--|
| What have you learned during the crisis?  | <ul style="list-style-type: none"> <li>• The service is a crucial interface between businesses/employers/residents seeking work in the borough and the council.</li> <li>• The service has strong connections with relevant networks and individual businesses and has been key in providing access to immediate support for the customers it serves.</li> <li>• The service was able to pivot delivery to online/telephone quickly without major disruption to services.</li> <li>• The way we manage relationships with stakeholders can be improved through the introduction of a CRM system- work on this was underway before COVID and the crisis has highlighted further why it is important to have this in place.</li> </ul> |
| What have we changed that we want to keep?  | <ul style="list-style-type: none"> <li>• 1-2-1 and group business support sessions, network meetings and supporting jobseekers can be delivered online/remotely.</li> <li>• The whole team is currently WFH, this has not impacted on productivity, anecdotally, productivity may have improved as well as wellbeing.</li> <li>• More joined up/collaborative working with different service areas and external partners.</li> <li>• Utilising staff skills more effectively- taking a look at skill sets and deploying to different projects/tasks accordingly- this will be factor in future recruitment and job descriptions.</li> </ul>  |
| What have we stopped that we can let go?  | <ul style="list-style-type: none"> <li>• Over reliance on face to face meetings with both internal and external stakeholders- meetings tend to be more focused and actions clearly defined.</li> </ul>   |
| What needs to return in some form?  | <ul style="list-style-type: none"> <li>• Some face to face engagement will be needed- some small businesses/employers/residents are not fully digitally enabled or lack digital skills- these groups are often more vulnerable and will face greater negative impacts as a result of the current crisis.</li> <li>• Management of street trading/markets, particularly effective licensing and enforcement cannot be done remotely. More pressing given importance of supporting social distancing/public health issues.</li> </ul>  |
| What needs to be re-imagined to respond to the new world and financial resources? | <ul style="list-style-type: none"> <li>• Traditional '9-5' full time approach to recruitment, some roles can be done on a part time basis or remotely.</li> <li>• Increase Matrix approach to deliver outcomes, consider multi- disciplinary teams from across service areas.</li> <li>• A greater up take of Social Value in commissioning and procurement from all service areas- this can help ease financial pressures in a number of areas and help achieve key outcomes/commitments for the council.</li> <li>• A rethink of our property strategy- if we accept that remote/home working is beneficial in some parts of the council we need to reduce our space requirements.</li> </ul>                                      |

## IMPACTS – HOUSING MANAGEMENT

| REPAIRS  | Update   |
|--|--|
| Overall impact on delivery of services   | No delivery of Routine 90 day and non-urgent jobs including Disrepair  |
| Overall impact on WIP/Programmes   | Pent up demand on repairs calls which will be treated as Legacy jobs with Long Term Repairs Model, risk mitigated by finance and review of PPP. Also, inability to reduce non-essential and planned jobs including Disrepair - although new Government guidelines advise of lift on essential works only- Potential risk being overload of Routine orders from residents - mitigation however, not to change resident message as current advises of Emergencies only. This will be reviewed in two weeks.- awaiting new BCPs from Contractors to support the return. |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | As above in regard to WIP management - Mitigation - weekly contractor WIP review - daily tracker in place which advising of residual risk and burn rate  |
| Identify statutory and contractual risks, and customer/reputation risks                  | Only contractual risk currently is regards to any PPP deduction - Chigwell. Customer and reputational risk - mitigated via current engagement plan in place WITH Resident Engagement Team. Disrepair risk on Court actions were mitigated with Solicitors.   |

| HOUSING MANAGEMENT   | Update  |
|--|---|
| Overall impact on delivery of services   | We have minimised negative impact by splitting each service into on-site and off-site delivery teams, each responsible for different parts of the service. We've increased the number of phone lines open to residents to compensate for reception closure and remote working, and supported residents by carrying out a schedule of telephone welfare checks and delivering service update newsletters to our sheltered residents. I'm satisfied that a good standard of service has been quickly mobilised and put into effect, but not all processes suit remote working, particularly tenancy fraud and anti-social behaviour management/investigation. With the inability to carry out home visits and suspension of court proceedings, we are creating a backlog of cases, and delivering only parts of these and other services. This results in poorer outcomes, cases remaining open and resident dissatisfaction/frustration. The need to move quickly to a remote form of delivery has increased the risk of fraud and reduces our ability to verify information as effectively. The suspension of other services, particularly repairs, lettings, fire risk assessments, safety and capital works programmes has reduced demand now from other teams, but this has generated an increase in contact and enquiries from residents to us, particularly vulnerable and elderly residents. When these services come back on line, we will see high demand return, especially around support to deliver these services/programmes, access and tenancy enforcement. |
| Overall impact on WIP/Programmes   | Warden call replacement programme for sheltered housing on hold. Uncompleted schemes were at end of life and are not supported at present, presenting risk. Issues identified with project software and performance also have not moved on, presenting further risk should a serious incident happen in one of our schemes. Tenancy audit programme put on hold and now needs to be remodelled to meet changing environment post Covid.   |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | backlog of tenancy audits, fraud investigations, asb enforcement, management transfers, sign ups, etc, mutual exchanges, estate inspections. Increased demand from residents at risk of tenancy breakdown and for resident support- especially around mental health and loneliness which we are already capturing through welfare checks. Increase now and continuing in asb complaints and neighbour disputes as more people staying home for longer periods resulting in rising noise, arguments and tensions.  |

|   |  |
|---|--|
| Identify statutory and contractual risks, and customer/reputation risks | failure to enforce and deliver on tenancy/lease terms, open to legal challenge, financial challenge and reputational damage. |
|---|--|

| <b>CSC</b>   | <b>Update</b>   |
|--|---|
| Overall impact on delivery of services   | <p>1) move to home working means we don't have the same equipment available e.g. dual screens, desk phones. This reduces our productivity levels as tasks take longer. This is not currently impacting on overall delivery as demand has reduced but will be a growing issue as demand returns to previous levels.</p> <p>2) our level of interaction with the contractors and other key services have reduced as we are no longer co-located. This has made communication more difficult and while Teams/emails/briefings have helped it is not the same as being in the same location.</p> <p>Overall - everyday tasks are taking longer and therefore the CSC is less efficient than before.</p> |
| Overall impact on WIP/Programmes   | <p>1) on the positive side the reduction in demand during this period has freed up some resource to carry out reconciliation and system tidy up work that had helped clarify what is true repairs work in progress position.</p> <p>2) on the down side we have not been able to provide a full repairs service and residents have been reluctant to report/provide access for repairs unless they are critical which means there is an unknown level of pent up demand.</p>  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <p>Currently we're receiving about 70% fewer calls than we would normally (although demand is slowly increasing) and so we are storing up pent up demand.</p> <p>There are two batches of repairs work in progress that will need CSC resources to help resolve. The work that was already in the system before COVID19 that hasn't been progressed will need re-arranging. The new work that we have logged since COVID19 that we haven't been able to carry out will also need booking in. Some of this work will be done by the contractors but there is currently an expectation that between 200-800 jobs might need the customer contacting and an appointment arranging.</p>                 |
| Identify statutory and contractual risks, and customer/reputation risks                  | <p>1) Risk of an increase in complaints as residents have had long waits to get repairs arranged.</p> <p>2) Contractual risk depending on when pent up demand hits as we're about to start contract demobilisation/remobilisation.</p> <p>3) Reputational risk as potentially the pent-up demand could hit around the time we have to stop taking routine repairs under the current contract. This could lead to a backlash from residents.</p>   |

| <b>LEASEHOLDER/MAJOR WORKS TEAM</b>   | <b>Update</b>  |
|---|--|
| Overall impact on delivery of services                                      | * The impact on the actual delivery of the service has been comparatively small because we've learned to work around (e.g. an officer goes in once a week to collect mail and print out mailshots). We did have difficulty on the Energy procurement consultation when the Tribunal ordered the Council to display the directions at individual blocks during a period of lockdown but that was exceptional. |
| Overall impact on WIP/Programmes  | <p>* Greater difficulty resolving leaseholder disputes about paying for major works by joint site inspection.</p> <p>* Customer base now worried about a) transmission of disease, and b) paying for service charges.</p>  |
| Likely pent up demand (current versus normal state demand, plus backlog of) | * Possible backlog of consultation on responsive repairs (we have carried on consulting on emergency repairs).   |

|   |  |
|---|--|
| delayed work)   |  |
| Identify statutory and contractual risks, and customer/reputation risks | <ul style="list-style-type: none"> <li>* Difficulty offering lessees a venue to inspect proposals during consultation windows.</li> <li>* Increased pushback from lessees concerned that the continued major works programme has put their health in jeopardy or now without the means to settle charges.</li> </ul> |

| <b>ETSTAE GARAGES &amp; PARKING</b>  | <b>Update</b>   |
|--|---|
| Overall impact on delivery of services   | <ul style="list-style-type: none"> <li>• Increase in garage and parking bay arrears (£15K increase to date).</li> <li>• Increase in voids – lettings ceased and residents vacating (56 garages currently ready to let) impact on revenue.</li> <li>• Increase in issuing parking permits with reduced restrictions – key workers/emergency repair and specialist contractors.</li> <li>• Parking enforcement relaxed (priority being dangerous, obstructive parking) causing increase in complaints.</li> <li>• Increase in complaints regarding lack of parking on estates, price of permits.</li> <li>• Permit grace period on renewals extended to 1 month caused an impact on revenue.</li> </ul> |
| Overall impact on WIP/Programmes   | <ul style="list-style-type: none"> <li>• Phase 2 of garage refurb programme completion delayed (was due to finish April 2020). Negotiating a new completion date of August 2020 with contractor Bronzewood.</li> <li>• Smaller projects requested by Tenant and Resident Associations (TRAs) delayed causing reputational damage.</li> <li>• Delay to Maystar Estate resurfacing programme with DLO and Conway.</li> </ul>  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Backlog of non-essential repairs to garages, doing parking suspensions for major estate works.  |
| Identify statutory and contractual risks, and customer/reputation risks                  | Smaller projects requested by TRA's delayed causing reputational damage.  |

| ESTATES  | Update  |
|--|---|
| Overall impact on delivery of services   | <p>Both Pinnacle who are the estates cleaning contractor and Ide Verde the estates grounds maintenance contractor undertook a range of additional activities in the first few weeks of lockdown to support the Council's Covid-19 emergency response by for example locking all playgrounds/gyms/sports areas, putting up banners and fencing etc. This together with observing government guidelines on social distancing and regular hygiene steps has impacted on the grass cutting schedule and cleaning schedule.</p> <p>Estate Services clients the estates cleaning contract undertaken by Pinnacle. The client team in estates hasn't been able to physically inspect/client the cleaning on estates undertaken by the contractor Pinnacle and therefore cannot report against the KPIs. Following Government guidance and instruction the cleaning priorities were to focus on high touch points (for example bannisters/doors). This has meant that other cleaning activities haven't been undertaken or have reduced. Complaints and service requests from residents have increased as a result especially for deep or specialist cleaning in communal areas, particularly at weekends.</p> <p>There has been a reduction Fire Safety removals (the removal of rubbish/items that increase fire risk).</p> <p>Closure of 63 playgrounds, 18 ball courts and 5 amenity decks/areas.</p> <p>To further protect residents in Sheltered Housing Schemes additional cleaning has been provided. Cleaning is now undertaken 7 days a week and twice a day Mon – Friday.</p> <p>Ide Verde the grounds maintenance contractor has not been able to deliver the same level of weed treatment (foam stream) and so weeds on estates will be more prevalent than normal and complaints etc. will increase.</p> <p>Increased household waste on estates including recycling and bulk waste because of lockdown (more people at home and decluttering etc. and DIY activity).</p> <p>Increase in fly tipping on estates due to tips being closed.</p> |
| Overall impact on WIP/Programmes   | Estate improvement projects have come to a standstill (noticeboard replacement, mobility scooter storage, recycling units etc.)   |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Backlog of scheduled deep cleans in communal areas and fire safety removals and weed killing and grass cutting.   |
| Identify statutory and contractual risks, and customer/reputation risks                  | Fire safety in communal areas, Resident service requests and improvement projects delayed causing reputational damage.  |

| <b>RESIDENT INVOLVEMENT</b>  | <b>Update</b>   |
|--|---|
| Overall impact on delivery of services   | <p>Face-to-face resident meetings on hold.</p> <p>Place Environmental Rejuvenation Programme applications deadline extended (currently without end date). This is the capital funding for estate and neighbourhood improvements.</p> <p>Consultation activities on hold.</p> <p>Resident events on hold.</p> <p>Tenant and Resident Association (TRA) halls/community halls and rooms closed to resident groups unless being used as a Foodbank, food distribution or PPE distribution point.</p>   |
| Overall impact on WIP/Programmes   | <p>Delays to scheduled meetings and environmental improvement programmes.</p> <p>Around 50% of the Resident Involvement Team's capacity has been reduced by supporting the Community Aid Network initiative. This has complemented the team's offer of supporting and working with residents and use their skills as good listeners, strong communicators, and championing resident needs.</p> <p>The team has also enhanced its network of third sector contacts by working on the CAN and SHIELD service, which will be of benefit to the resident groups we work with as we continue to support communities to be more self-sufficient and as more services are delivered by third sector organisations.</p> |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <p>There's a wish amongst residents to be able to network and work more closely together again.</p> <p>Resident groups who have already submitted environmental improvement bids are keen to know more on the status of the bids.</p> <p>The challenge now is to balance the support needs to the CAN service while restarting involvement activities.</p>  |
| Identify statutory and contractual risks, and customer/reputation risks                  | <p>The Resident Involvement Team has been supporting a drive towards online meetings, taking into account accessibility and ability. This will support council-initiated involvement and meetings between tenants and residents' associations.</p> <p>It is important we restart resident engagement meetings, so that we can continue to demonstrate we're working with residents to review services, deliver improvements and support communities.</p>  |

| <b>CAPITAL WORKS ENGAGEMENT</b>  | <b>Update</b>  |
|--|--|
| Overall impact on delivery of services   | <p>Much of the Capital works were halted or restricted. Once the initial comms went out to residents advising of this, there has been very little formal engagement. Most of the Capital Works Engagement Team staff were redeployed to the CAN and SHIELD service where their strong interpersonal skills and front line expertise has been an asset.</p> |
| Overall impact on WIP/Programmes   | <p>Fire door programme stopped completely and capital works schemes were modified.</p>   |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <p>We are currently restarting the fire door programme and other major works are looking to expand the areas they currently work in. Contractually we need to get the works back on track as soon as we can while being mindful of residents' concerns about any works to their homes at present.</p>  |

|   |  |
|---|--|
| Identify statutory and contractual risks, and customer/reputation risks | There is a possible reputational risk around restarting the works. To mitigate this, we have worked very closely with corporate comms, on positive messaging. We have kept the lead member for Housing fully briefed and updated and will keep ward councillors advised. We have also been engaging with the Tenant and Resident Associations (TRAs) where works will restart. Members of the Capital Works Engagement Team will make initial contacts with residents so any concerns can be dealt with empathically and no pressure will be put on residents if they are shielding etc. |
|---|--|

|  |   |
|--|---|
| <b>HOMELESSNESS PREVENTION &amp; ASSESSMENT, NRPf &amp; SYRIAN REFUGEE PROGRAMME</b>     | <b>Update</b>   |
| Overall impact on delivery of services   | Staffing levels have remained fairly high although demand for our services has increased dramatically. We are receiving an increased number of approaches and on government guidance, are placing all singles at risk of rough sleeping into accommodation as well as business-as-usual approaches which have continued. Services impacted negatively by high levels of demand. There have also been challenges in providing an assessment service remotely such as being able to receive documents from residents and verify them, carrying out investigations with 3rd parties such as other landlords, GPs and solicitors, completion of forms and supporting claims for housing benefit. We were able to mobilise a functioning remote service quickly and efficiently but would require support (particularly around IT) to maintain, normalise and improve the current channel-shifted service. Customer access to the service has continued during this period, operating by phone and email. Support services, such as the Syrian Refugee Programme, have been impacted by the inability to visit residents face-to-face, but this support has been provided by phone during this period. We have also had to find quick, digital solutions to pay subsistence to residents with no recourse to public funds. An interim solution has been found but needs more work to establish a longer-term solution. |
| Overall impact on WIP/Programmes   | Syrian Refugee Programme has stopped receiving new families during this period. Work with BEAM who we have a contract with to provide crowd-funding and employment support to households in temporary accommodation has slowed down.  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | There is likely to be a surge in demand in homelessness approaches as the COVID lockdown eases for a number of reasons. Currently, eviction proceedings are on hold across housing tenures. So, we expect there to be a pent-up demand when eviction proceedings resume. There is also likely to be a surge in demand from victims of domestic violence who may approach as lockdown eases. This has been predicted on a national level. The large number of emergency placements we have made for single people at risk of rough sleeping presents the pent up demand associated with moving these households into alternative accommodation as well as the increased casework demand. There is also a risk of a spike in reviews being submitted due to the higher-than-usual level of casework and the likelihood that many of these singles cases will be receiving negative decisions. There is also going to be a large amount of work involved in planning and implementing a return of a customer-facing service to 145 King Street.  |
| Identify statutory and contractual risks, and customer/reputation risks                  | Reputational risk of singles at risk of rough sleeping moving to the street.  |

|   |               |
|---|---------------|
| <b>ROUGH SLEEPING &amp; COMMISSIONING</b> | <b>Update</b> |
|---|---------------|

|  |  |
|--|--|
| Overall impact on delivery of services   | Majority of front-line services for rough sleepers are commissioned by the council and delivered by the voluntary sector. In a very short space of time we had to close shared sleeping space services; day centres including food and other basic services; provide emergency accommodation for all existing and new rough sleepers and other homeless people. The outreach team stopped shifts at night due to safety concerns but increased early morning and daytime shifts to identify rough sleepers. In the first few weeks of the pandemic there were staff absences in supported housing with staff self-isolating and some who are shielded; however the services have continued to meet local need; adapting their services quickly to meet social-distancing and other government guidelines and delivering new services including the provision food; collecting prescriptions to protect the health and well-being of vulnerable residents. There has been an increase in complaints and concerns about ASB and other street activity that has increased as the weather has improved and rough sleepers accommodated in hotels are congregating on the street and in parks. A multi-agency action group is established to respond to these issues. |
| Overall impact on WIP/Programmes   | The re-procurement of eight rough sleeper contracts had to be halted in mid-March as there was not capacity in the council or the sector to progress as we responded to the pandemic. Contracts are expiring between August - November 2020 and so further contract extensions will be required. A revised timetable for the tender will need to be agreed shortly.  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Nearly 200 rough sleepers and other homeless people have been accommodated in and outside of the borough into emergency accommodation. As we enter the recovery phase, we have developed a hotel exit strategy that will require a huge increase in move-on accommodation options. The tender of eight contracts has to be resumed but sector still dealing with Covid for foreseeable future.   |
| Identify statutory and contractual risks, and customer/reputation risks                  | Reputational risk of increased rough sleeping; ASB and other street activity. Complaints from residents and businesses. Financial risks. There are covid related cost pressures for commissioned services that will have to be addressed as services continue to need PPE; additional cleaning; staffing; adaptations to buildings etc. Risks of dissatisfaction from residents as services are stepped down. Future magnet-effect of attracting homeless people to the area.  |

| <b>HOUSING ALLOCATIONS &amp; LETTINGS</b> | <b>Update</b>   |
|---|---|
| Overall impact on delivery of services    | <p>Under the circumstances, staffing levels have remained unchanged. The Service has had to source emergency accommodation for almost 200 rough sleepers/single homelessness suitable for a complex client base whilst satisfying PHE guidance on self-isolation etc Whilst this had a significant impact on the service, it has continued to deliver its statutory service on a daily basis.</p> <p>In line with PHE, housing viewings were initially halted before returning under strict conditions. The practice of hosting multiple viewings was replaced with single household viewings which has had an impact on void times. The service has had to adopt virtual viewings as a means for some residents to undertake viewings.</p> <p>The breakdown of supply chains has also had a negative impact on the ability to undertake the logistics of a house move, again this has impacted on the turnaround of void properties.</p> <p>There have been significant challenges in providing a housing management service to almost 1200 homeless households in temporary accommodation remotely which has impacted on delivery of repairs service, welfare visits, receipt of keys, allocation process, sign up properties etc.</p> <p>Finally, the Service had just finished undertaking a service review which saw new officers and managers joining the</p> |

|  |   |
|--|---|
|  | team just as lockdown commenced or whilst lockdown was in place. The induction and getting new members of staff up to speed has been impacted due to remote working.  |
| Overall impact on WIP/Programmes   | The work to review the Council's housing allocation scheme has been impacted due to resources diverted to covid emergency work and cancellation of PAC meetings.  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | PHE guidelines around social distances/avoiding journeys from home, particularly in the early stages of the crisis, has led to a significant build-up of void property within Sheltered housing schemes, general needs social housing stock and temporary accommodation.<br>Households that require a move through the decant and management transfer route has also been postponed during the crisis which will require urgent attention.<br>We assisted almost 200 Rough sleepers and single homeless households into specially procured emergency accommodation which will need to be assessed and supported into long term accommodation suitable for their specific needs. The emergency accommodation will then need to be returned in the same condition as it was leased. |
| Identify statutory and contractual risks, and customer/reputation risks                  | Risk to reputational risk with accommodation providers as we seek to move-on high volume of single rough sleepers/homeless from our emergency hotels, while having little knowledge of individuals.   |

| <b>M&amp;E - ELECTRICAL, SECURITY &amp; FIRE COMPLIANCE</b>                              | <b>Update</b>  |
|--|--|
| Overall impact on delivery of services   | Electrical Testing within individual properties suspended. Fire testing in sheltered schemes suspended. Security and aeriels repairs reduced to emergency service. Delay in Wardencall Installation programme                                      |
| Overall impact on WIP/Programmes   | Electrical testing - reduced throughput of testing jobs. Will mean that the remainder of the year will need to be ramped up to achieve target. Delay to completion of Wardencall until approximately September.                                    |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Increase in overall spend due to safe distancing slowing works. Backed up non-emergency works will increase workloads.   |
| Identify statutory and contractual risks, and customer/reputation risks                  | No contractor has currently identified any additional costs due to suspension of works. McIntyre clearance of previously unsatisfactory certificates may cause an issue depending on their progress until the end of their waiver in December 2020 |

| <b>GAS AND LEGIONELLA MONITORING</b>   | <b>Update</b>   |
|--|---|
| Overall impact on delivery of services   | Access to properties to carry out LGSR's and shower head cleans.  |
| Overall impact on WIP/Programmes   | The LGSR's are the only task that increases our WIP, all tasks within our Legionella are managed through the time lines built into our scheme of control, however these will become WIP if we cannot access for three months. |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Again, only the LGSR's as all servicing and reactive repairs within the other work streams have been attended to.   |
| Identify statutory and contractual risks, and customer/reputation risks                  | LGSR's only.  |

| <b>CAPITAL DELIVERY &amp; PCT</b>  | <b>Update</b>  |
|--|--|
| Overall impact on delivery of services   | There has been little impact on service delivery   |
| Overall impact on WIP/Programmes   | Capital schemes in progress have continued in terms of external works although internal works were halted. We are working with contractors and comms to update risk assessments and methods of working to enable the progression of internal works moving forward. |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | PCT - Leaseholder alteration application internal visits have been put on hold and would cause delay to Licence issue.   |
| Identify statutory and contractual risks, and customer/reputation risks                  | Potential prelim claims  |

## IMPACTS- GROWTH

| DEVELOPMENT  | Update  |
|--|---|
| Overall impact on delivery of services   | <p>Impact = Low.</p> <p>There were some delays experienced during period of adapting to remote working etc. However, that initial impact is now limited by better familiarity and use of IT platforms (i.e.: Teams) to undertake virtual meetings, catch-ups, and consultations etc. with team, work colleagues and service providers.</p> <p>All our services providers have also made necessary arrangements to facilitate continuity of service provision.</p>   |
| Overall impact on WIP/Programmes   | <p>Impact = Low.</p> <p>Delays to some development tasks and activities effecting the overall delivery Programmes - but - severity of impact depends on their 'stage'.</p> <p>E.G: Some consultants/contractors have been unable to go on site due to the initial social distancing measures and lockdown etc. with some companies furloughing their staff - so it has caused a slight delay to some surveys being undertaken which has a knock effect to the critical path of project programmes. We are actively managing this issue.</p>   |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <p>Impact = Low.</p> <p>Some minimal impact and delay anticipated on deferred surveys etc. Some third party or partner organisations are sometimes slow to respond to our request or delaying themselves with a response to these types of questions.</p>   |
| Identify statutory and contractual risks, and customer/reputation risks                  | <p>Impact = Low/Medium.</p> <p>GLA Investment Partner status and associated commitments etc. are being pro-actively managed by weekly catch-ups with the GLA account holders - to monitor and review impacts and associated risks and issues etc. Exit Strategies are now included within any gateway decision reports to provide various options to mitigate our financial risk and exposure by way of 'stress testing' development proposals and viabilities etc. Development Risk Logs (Strategic, Operational, Project Specific and Legal) are reviewed, updated and monitored regularly. New Communication and Consultation Strategies are being formalised to accommodate social distancing requirement etc. and to ensure we 'engage' with stakeholders and end users via use of IT platforms. This will no doubt compliment any traditional processes in the future. Each projects risk regarding Covid-19 and potential downturn aligned with the projects 'stage' and 'status' is being established and reported to Development Board to understand potential impact - to allow informed decisions to be made. Most are low risk but a couple are medium to high and being managed accordingly.</p> |

| ASSETT TEAM                            | Update  |
|--|---|
| Overall impact on delivery of services | <p>Core services have continued to be delivered with extra rapid response provide advice and solutions on Covid 19/BECC and senior officer requirements. Also spoken to key stakeholders internally to re-prioritise some key work areas and had weekly team meeting priorities and weekly catch up with AD to ensure actions/priorities are pursued.</p>   |
| Overall impact on WIP/Programmes       | <p>The team provide advice to a wide range of advice on programmes/workstreams and some deadlines have been brought forward so this has led to pressure on resources and urgent BAU work. Working with commercial tenants where Covid 19 lockdown has impacted their cashflow and provided increased communication and case flow estimates. Had to resourceful to connect with other H&amp;F staff too.</p> |

|  |  |
|--|--|
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | There have no inspections or site visits of commercial properties within 2 months so new ways of connecting with commercial tenants has been established with new email box and also FAQ and standard responses. Used new ways to use IT packages on Office 365 to understand key priorities. New lettings and commercial deals have continued but a lot of commercial tenants need a lot of reassuring and ensuring connect with Business support team. |
| Identify statutory and contractual risks, and customer/reputation risks                  | Responded with Insurance colleagues to ensure commercial premises are risk assessed using external contractors to provide this advice. There is a need to ensure property compliance is in place post lockdown so a new programme will need to be reset.   |

| <b>HOMEBUY</b>   | <b>Update</b>  |
|--|--|
| Overall impact on delivery of services   | Unable to receive statutory documents such as Right Buy, Lease Extensions and Freeholds so not aware of postal issues. / Team - DMS - have been unable to advertise properties since lockdown, so this could have a potential effect on sales.   |
| Overall impact on WIP/Programmes   | Receiving and checking post  |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | Demand in phone calls have decreased. Demand in applications received across all valuation types have decreased due to the social distancing from both the valuers and customer. The delays due to the social distancing have caused bottlenecks such as receiving Tenancy Management Check forms, Land Survey drawings. |
| Identify statutory and contractual risks, and customer/reputation risks                  | Unable to go into the buildings to receive Notices so this may have been missed. Carried out benchmarking with other Local authorities and RPs and as a result we are carrying out desktop valuations to ensure we're responding within deadline where possible.   |

## IMPACTS – ECONOMIC DEVELOPMENT

| DEVELOPMENT  | Update  |
|--|---|
| Overall impact on delivery of services   | <ul style="list-style-type: none"> <li>• Recruitment and employer engagement activity severely curtailed as a result of recruitment freezes and closure of businesses due to lockdown. However, the number of residents seeking employment support will increase in the coming weeks and month as there has been a huge increase in unemployment across the borough- this will mean more residents contacting the council seeking support.</li> <li>• The Business Investment team has had to pivot delivery to focus on supporting businesses at risk of failure- this includes working on administering a new grant scheme from central government. This will monopolise time and resource in the coming weeks and staff from other parts of Economic Development will need to be drafted in to support this.</li> <li>• Management of markets has been extremely challenging- particularly around Social Distancing issues.</li> </ul> |
| Overall impact on WIP/Programmes   | <ul style="list-style-type: none"> <li>• Highly unlikely that occasional markets (car free day, Christmas markets etc. will take place this year)</li> <li>• Management of markets will continue to prove challenging- this will increase as lockdown eases particularly as staffing resources are already stretched in this area</li> <li>• Revenue from markets will be severely impacted as rents have been suspended and many traders are unable to operate. Even with partial easing of lockdown the service will not be able to recover lost income.</li> </ul>   |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <ul style="list-style-type: none"> <li>• Increase volume of those seeking employment/job seeking support in the coming months</li> <li>• Businesses will need additional support to recover from lockdown and start trading again</li> </ul>  |
| Identify statutory and contractual risks, and customer/reputation risks                  | <ul style="list-style-type: none"> <li>• Statutory risk- effective licensing and management of markets.</li> <li>• Reputational risk- businesses unable to access support from various grant schemes due to ineligibility and limited funding may blame the council.</li> </ul>   |