

The Economy, Housing and the Arts Policy and Accountability Committee Agenda

Thursday 16 July 2020 at 6.30 pm
Online - Virtual Meeting

MEMBERSHIP

| Administration | Opposition |
|---|---------------------------|
| Councillor Rory Vaughan (Chair) Councillor Rowan Ree Councillor Ann Rosenberg Councillor Helen Rowbottom | Councillor Adronie Alford |

CONTACT OFFICER: Charles Francis
Committee Co-ordinator
Governance and Scrutiny
☎: 07776 672945
E-mail: charles.francis@lbhf.gov.uk

THIS MEETING WILL BE HELD REMOTELY

It will be streamed via
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The Economy, Housing and the Arts Policy and Accountability Committee Agenda

16 July 2020

| <u>Item</u> | | <u>Pages</u> |
|-------------|---|--------------|
| 1. | APOLOGIES FOR ABSENCE | |
| 2. | ROLL-CALL AND DECLARATIONS OF INTEREST To confirm attendance, the Chair will perform a roll-call. Members will also have the opportunity to declare any interests. If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent. Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest. Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee. | |
| 3. | MINUTES OF THE PREVIOUS MEETING To approve the minutes of the meeting held on 27 January 2020. | 4 - 16 |
| 4. | PUBLIC QUESTIONS For the Chair to invite those members of the public that have registered to speak, to ask questions on the reports within the agenda. To ask a public question, you will need to register to speak at the meeting. To do this, please send an email to charles.francis@lbhf.gov.uk by 12pm on Wednesday 15 July 2020 and joining instructions to the Microsoft Teams meeting will be sent to you. | |

5. PROPOSED CHANGES TO THE COUNCIL'S HOUSING ALLOCATION SCHEME 17 - 22

The Council is statutorily obliged to adopt and operate a Housing Allocation Scheme which sets out the rules by which it allocates affordable rented accommodation. This report sets out proposed changes to the scheme, which will help ensure that those residents with the greatest need are prioritised for the right housing solution.

6. THE ECONOMY - RECOVERY OVERVIEW & LESSONS LEARNT 23 - 63

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.

London Borough of Hammersmith & Fulham

The Economy, Housing and the Arts Policy and Accountability Committee Minutes



Monday 27 January 2020

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Rowan Ree, Ann Rosenberg, Helen Rowbottom and Adronie Alford

Other Councillors: Lisa Homan

Officers: Hitesh Jolapara (Strategic Director, Finance and Governance), Emily Hill (Assistant Director, Corporate Finance), Danny Rochford (Head of Finance, The Economy Department), Cliff Parker (Assistant Director, Housing Finance), Firas Al-Sheikh (Head of Housing Investment and Strategy), Mark Meehan (Chief Housing Officer), Glendine Shepherd (Assistant Director, Housing Management), Simone Melia (Head of Homelessness, Prevention and Assessment), Julia Copeland (Head of Strategic Commissioning and Rough Sleeping Lead), Gerry Crowley (Head of Allocations and Lettings), Peter Hannon (Head of Neighbourhood Services), Yvonne Stoney (Sheltered Housing Manager), Kim Smith (Chief Executive Officer) and Charles Francis (Committee Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were provided by Councillor Andrew Jones.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The minutes of the meeting held on 01 October 2019 were agreed as an accurate record.

4. 2020 MEDIUM TERM FINANCIAL STRATEGY (MTFS)

Emily Hill (Assistant Director of Finance), provided a presentation outlining the Council's budget proposals and also set out the challenges facing local government in recent years.

It was noted that the gross General Fund budget was £525m, of which the net budget requirement of £154.3m was funded from Council resources (such as council tax and business rates) and general Government grant. It was noted the Government grant funding would increase by £3.6m from 2019/20 to 2020/21 as a result of the Government's pre-election spending round in September 2019.

Emily explained that the Council faced further pressures to manage any additional costs that might arise outside of the budget forecast. The budget recommended a 1.99% increase in Council Tax and 2% adult social care precept levy. Each would raise £4.8m over 4 years and £1.2m in the first year. This would support investment in key services for residents and improve future financial resilience. Additionally, it was noted that the business rates system was changing for a fourth successive year.

It was assumed that the budget gap would increase in each of the next three years if no action was taken to reduce overall expenditure. It was noted the Government would undertake a 'fair funding review' in 2020/21. This would reconsider how the Grant was distributed between authorities.

Concluding Corporate Finance's initial remarks, Hitesh Jolapara (Strategic Director, Finance and Governance) explained that in accordance with the administration's policy, the Authority sought to keep the council tax low while protecting and improving services.

Departmental Budget

Danny Rochford (Head of Finance, The Economy Department) provided a presentation of the Economy general fund budget for 2020/21, highlighting the following key points:

- The main challenge was the constraints on the Department's ability to collect income (pressures of Welfare reform, the Homelessness Reduction Act and the general state of the wider economy i.e. difficulties in generating Planning income)
- The proposed budget for the specific sectors within the Economy Department were Building and Property Management, Economic Development, Learning and Skills, Growth, Housing Solutions, Operations, Planning and Property Service and Compliance
- £800k savings had been identified through: Placing homeless residents in to better, longer-term private rented sector housing to reduce the use of Temporary Accommodation (£196,000), Reduction in Temporary Accommodation voids (£115,000), Improved debt management (£286,000), Consolidation of management & workforce and reduction in the use of agency staff (£100,000), Review and restructure of Economic Development (£61,000)
- An overview of the risks as set out in Appendix 2
- An overview of the Fees and Charges as set out in Appendix 4

The Chair thanked officers for the strong overview of the Corporate and Housing budgets, as well as the savings proposals. Cllr Lisa Homan was invited to speak before questions were taken from the Committee.

Cllr Lisa Homan explained that the budget had sought to avoid affecting front line services and considerable efforts had been made to find efficiencies. The Housing Solutions budget had been particularly challenging, given the Council's track record of not having any families in B&B accommodation in the last 3 years, gradually reducing the number of families in temporary accommodation.

In relation to business rates, Cllr Rowan Ree asked about the London Pool and how this differed from previous years. In response, Emily explained how the pool of London Boroughs (business rates) operated (spreading any losses or gains) and reduced volatility in the market place. The Committee noted that the agreed Pilot Pooling arrangements meant that any growth would be retained by Hammersmith and Fulham and the GLA. New regulations now meant that the government would take its share of the pool.

Cllr Rowan Ree asked about the income for the Economy Department and, in particular, how much scope there was to control Planning fees or whether they were controlled centrally. In response, Danny Rochford (Head of Finance, The Economy Department) explained that planning fees could be split between statutory and non-statutory. The statutory fees were beyond the Council's control as they were set by central government who chose when and if they wished to increase them. However, the non-statutory ones could be influenced and indeed benchmarking exercises (against other London Boroughs) had been conducted. Danny confirmed that non-statutory fees would be increased by 2.8% which was in-line with the Council's expectations for all charges.

Cllr Rowan Ree asked whether there was scope to charge a higher proportion of fees for larger developments rather than household developments. In response, Danny explained that he would need to seek expert advice from the service and report back.

Action: That Danny Rochford contact the Planning Department to establish whether there was any scope to charge developers higher planning fees (than those for residential development) for large scale developments.

Cllr Adronie Alford acknowledged that as the Council had lost the fee from the temporary management fee, she asked whether this would be a substantial risk to the Council. In response, Danny explained that it had been listed on the Departments' risk schedule, but it was dependant on the decisions central government made in relation to grants. It was noted that after 20/21 there was no certainty whether it would be continued, reduced or removed.

With regards to the Homeless Reduction Act Cllr Adronie Alford asked what was meant by the previously ineligible client group. In response, Mark Meehan (Chief Housing Officer) provided details of recent legislative changes and what the implications of these were including the new prevention duty which had been placed on the Council. Mark explained that since the Homelessness Act had been

introduced in 2018, the Council had seen a 130% increase in the number of people the Council was assisting.

Cllr Ann Rosenberg asked that in those cases where a business was waiting for business rates to be clarified, were Chartered Surveyors used and what impact did this practice have. In response, Hitesh explained that the Council did receive a large number of appeals which were considered by the Valuation Agency which did result in rates fluctuating. Hitesh explained that trends data could be provided and this could be circulated by email.

Action: That trend data on business rates Appeals be circulated by email.

The Chair asked about the long-standing backlog of appeals, especially in relation to Westfield and whether these had reduced in number. In response, Hitesh explained that large appeals such as Westfield's and the BBC had been through the system but there were a number of appeals which still required action by the Valuation Office.

Residents were invited to ask questions through the Chair. Officers were asked how the Council could incentivise landlords to turn some of the empty premises surrounding the market into accommodation and perhaps transform larger retail spaces into smaller shops. In response, Mark Meehan explained that the Council had Local Plan as well as a Private Sector Housing Team that worked with Private Sector landlords to try and bring properties back into use for rented accommodation. Asking a follow up question, the resident asked whether there was scope to conduct further publicity and marketing to bring more vacant properties back into housing stock.

Mark Meehan explained how the Council used the CAPITAL Letters scheme which incentivised landlords to work with the Council to bring properties into circulation and highlighted that a new pan-London initiative was just about to be launched.

Cllr Lisa Homan also highlighted the action being taken to encourage absentee leaseholders of properties on the estates to get in contact with the Council so that further accommodation could be offered to tenants. Cllr Rowan Ree asked if the Council was also in contact with local estate agents. Mark Meehan commented that officers were in contact with a variety of housing providers and a competitive housing market was currently operating.

With regards to Council tax levies, Cllr Rowan Ree noted that 53% of dwellings were liable for 100% Council Tax, which struck him as very low. This also meant that 47% of dwellings received some form of discount. Cllr Rowan Ree asked how this compared with other areas (boroughs). In response, Emily explained that the support available was dependent on the characteristics of the local population. It was noted that the Council tax support was a local scheme. There were national requirements for the support of older people, but the provisions in relation to those of working age for those on low incomes was determined locally. The Committee noted that the Authority provided high levels of support to individuals and families on lower incomes, as agreed by Full Council.

The Chair commented that the large single cohort of people with single person discount (30%) seemed higher to him than it might be elsewhere, which he thought might reflect the housing stock in that there were far more 1- bedroom studio flats or as a reflection of the local demographics. In response, Emily explained that some level of assurance could be provided, as the Council did undertake data matching exercises to ensure those people claiming single person discount were indeed eligible for the benefit.

The Chair asked officers if they thought the savings which had been outlined could be achieved. Further questions included, how officers went about challenging the budget to deliver the savings and how this pressure / scrutiny was maintained throughout the year. Placing homeless residents in better long-term accommodation, to reduce the use of temporary accommodation was an aim the Committee supported. The issue here was, reassuring people on the housing register that if they used the private rented sector, they were not disadvantaged from their place on the social housing register.

Responding to the last point, Cllr Lisa Homan explained that it was important to stress that using temporary accommodation was an expensive option / less suitable and it was far more cost effective to use properties within the private rented sector (PRS) for a limited time. Mark Meehan confirmed that one of the roles of officers was to reassure tenants that they would remain on the housing register, despite using the PRS. Mark explained that temporary accommodation was somewhat of a misnomer as most of the temporary properties were in the PRS. As a final remark, he reiterated that residents place in the queue for Council housing would remain unchanged by using the PRS.

Action: that the Committee examine the operation of the Housing Register in relation to temporary accommodation at a future meeting and before changes to the Register are considered at Cabinet.

The Chair asked what monitoring was conducted on the housing budget. In response, Mark Meehan confirmed that every Housing budget manager met with his Finance counterpart on a monthly basis, so there was an ability to assess current and on target performance at every Departmental budget level.

Resolved –

That the Committee reviewed and commented on the report.

That the Committee examine housing allocations and the use of temporary accommodation prior to its consideration at Cabinet.

HOUSING REVENUE ACCOUNT AND FINANCIAL PLAN FOR COUNCIL HOMES

Danny Rochford (Head of Finance, The Economy Department), introduced the presentation that covered the proposed Housing Revenue Account (HRA) budget and the Financial Plan for Council Homes (including the proposal to increase rents).

Providing an overview, Danny stated that every year, the council reviewed the Housing Revenue Account (HRA) budget which enabled officers to draw up a fresh 40-year financial plan for the HRA to ensure that a long term, sustainable plan was in place. Details were provided on a series of challenges and pressures to the HRA which were summarised as follows:

- Loss of rent for four years
- Increased spending on Fire Safety
- Increase in accommodation costs
- Housing Development Programme
- Repairs and maintenance contract costs
- Asset Management Strategy (a considerable proportion of the housing stock was nearing the end of its life expectancy)

With these pressures in mind, Danny explained that this year's refresh sought to deliver and fund improved housing services to residents and invest for the future. However, to achieve this, a rent increase of 2.7% was necessary based on CPI (Consumer Price Index) +1%, in line with the Council's commitment made in 2015 to make rent increases affordable. It was noted that it was also necessary to make savings in ongoing costs over four years, which would lead to an annual cost saving of £4m per annum.

Danny explained that failure to take either of these actions would result in either; a reduction in essential services to residents, or significantly increasing the savings target to over £4m. He explained that in real terms, the rental increase amounted to an average rent increase of £3.12 / week.

Discussing the pressures further, Cllr Lisa Homan highlighted that the rent rise which had been considered in the past, was actually lower than what had been suggested back in 2015. The importance of the Fire Safety Plus scheme was underlined, as was the need for the Council to respond to the emerging (central government) guidance (at no additional expense to leaseholders). It was also noted that more money was being spent on repairs as this area had been previously underfunded.

Mark Meehan explained that before any recommendation to increase rents had been made, officers had surveyed all the other 32 London Boroughs. He confirmed that the Officer proposal to increase rents was identical to what all the other London Boroughs were doing. In relation to fire safety, he reiterated the need to ensure the Council was in a strong position to react and implement legislative change.

Cllr Ann Rosenberg asked who had the ultimate responsibility when a building was being constructed, to ensure they were compliant (with fire safety legislation) and residents were not left with worthless properties. She explained she was aware there were around 400 properties which had been identified where the construction materials meant that householders were unable to move or secure further funding from lenders. Mark Meehan explained this topic could be brought back as a future item or he could brief Cllr Rosenberg outside the meeting. In general terms, Mark Meehan commented that thankfully only a few properties in Hammersmith and Fulham had been identified which fell into this category.

Cllr Lisa Homan commented that the Environmental Housing Team which addressed issues in the PRS were conducting a large survey and feeding information to Government on non-Council buildings, so there were a variety of work streams also being done on non-housing stock. As a closing remark, Mark Meehan said it was only right that the free-holder of the building paid for any remedial works to rectify the building and make it compliant

The Chair confirmed that the Committee wished to re-examine the work being conducted on the Fire Safety Plus scheme within the next twelve months.

Action: That Officers provide an update on the Fire Safety Plus scheme in the next year.

Commenting on the ongoing nature of fire investigations, Cllr Helen Rowbottom asked about the budget implications of these works and how officers were about able to predict what funds were needed. In response, Mark Meehan explained that officers were not able to predict and did not know what the specific funding requirements would be until events transpired. This was where the use of reserves came into play. As Cllr Rowbottom was a nearly elected Member, he offered to provide her with a separate briefing on the Fire Safety scheme so she conversant with the specific projects were operating in her ward.

Cllr Adronie Alford asked whether the Officers had discovered any significant issues with other building/s during the course of implementing the fire safety plus changes. In response, Mark Meehan explained that they had not.

Residents were invited to ask questions through the Chair. A resident asked if it was possible for Officers to provide a breakdown of how (after the rent increase had been agreed by Cabinet in April) the rent was allocated and what services were being paid for. Danny explained that the Council would be sending a letter to all tenants at the end of February 2020 in advance of the budget consideration in April. He confirmed that the letter would contain a table itemising all the elements that formed the overall rent charge (including basic rent as well as the separate service charges). The resident explained that some London Boroughs were producing a booklet which provided details of how the rent was calculated. Mark Meehan stated that the Housing Department would be unable to issue a booklet before 6 April 2020, as the Authority was duty bound to give a specific notice period before the rent increase came into effect, however, a booklet was something that the Authority might issue in the future.

Cllr Rowan Ree asked whether the Authority had seen any cost savings arising from the Fire Safety Plus scheme such as insurance or repairs. Mark Meehan noted the question and explained he would respond outside the meeting.

Action: Mark Meehan to contact Cllr Rowan Ree outside the meeting with further information regarding cost savings and the Fire Safety Plus scheme.

A resident asked whether the recently replaced fire-doors as part of the Decent Homes Programme, could be retro-fitted elsewhere to speed up the implementation of the Fire Safety Plus scheme. He also expressed concern at the £500k savings

which needed to be found annually (to achieve the £4million saving within 4 years). In response, Cllr Lisa Homan explained that while there was additional money in the Maintenance Budget at present, the Council was actively looking to find efficiencies as well. Mark Meehan reiterated this point and confirmed that the Housing Department was currently reviewing agency posts, vacancies, collection rates and the voids process as part of an overall drive to achieve further savings.

A resident asked about the £600k the Council received for water rates and whether this would continue. In response, Danny confirmed that the billing process would be handed back and so the contractual relationship would return to being between residents and Thames Water. Essentially, the HRA would lose £600k income per annum.

A resident expressed concern about the Council's complaints procedure and was informed that the Council had a robust complaints procedure in place, and should they have further concerns, these could be discussed separately outside the meeting. The resident also raised concerns about the breakdown of the rents charges they had received. The Chair confirmed it would be beneficial for the Committee to have a better understanding of these and asked officers to provide information outside the meeting of how these were calculated.

Action: That officers provided a breakdown of the rent charges to the Committee outside the meeting.

A resident asked if it was common practice to have a 40-year business plan. Cliff Parker (Assistant Director, Housing Finance) confirmed this was usual practice as properties had a 100-year lifespan. In relation to the development of new properties, officers needed to work out the costs and income streams associated with the properties and these only became apparent after at least 40 years had elapsed.

Concluding the item, the Chair confirmed that while potential rent increases were not welcome news for tenants, the pressure and difficulties facing the Council had been well made by Officers in the presentations which had been provided. The Chair confirmed it would be good for the Committee to receive the breakdown of rent charges so these were clear to the committee and also so it could have an understanding of what might be developed in future years.

RESOLVED

That the Committee reviewed and commented on the report.

5. ROUGH SLEEPING, HOMELESSNESS AND SHELTERED HOUSING UPDATES

Glendine Shepherd (Assistant Director, Housing Management) gave an overview of the report which provided updates on Rough Sleeping, Implementing the Homelessness Reduction Act 2018, Temporary Accommodation and Sheltered Housing. The individual report authors then provided a brief summary of the reports and the following points were noted:

Rough Sleeping

Julia Copeland, Head of Strategic Commissioning and Rough Sleeping Lead explained that rough sleeping was the most visible and extreme form of homelessness. Details were provided on the causes and scale of the problem, as well as what steps the Council was currently taking to address the issue.

In line with the Council's commitment to do things with residents, rather than to them, Officers interviewed 108 rough sleepers. This data was used to inform the Council's response, and stemming from the Rough Sleeping Commissions' 29 recommendations, it was noted that the Council's strategy would focus on improving prevention and early intervention through better information, signposting and partnership working. Details were provided on several of the new initiatives for rough sleepers. Actions included:

- The expansion of Housing First;
- Emergency night support service;
- Rough sleeper navigator posts;
- Homeless hospital discharge co-ordinator;
- Cold Weather Fund;
- More joined up services;
- Alternative Giving Scheme campaign; and
- Small Tap Big Change (with nearly £5K raised so far).

Concluding her remarks, Julia explained that in 2020/21 the majority of rough sleeper services (accommodation and out-reach services), would be recommissioned and Officers would continue to deliver better value for money, better outcomes and improved services to residents.

Homelessness

Simone Melia, Head of Homelessness Prevention and Assessment, provided details on the Council's statutory duties to help residents before they became homeless i.e. they had nowhere to live, but where not rough sleeping.

The Committee heard The Homelessness Reduction Act 2017 ('The Act') which came into force in April 2018, had made significant changes to the way in which local authorities delivered homelessness services and put a greater emphasis on providing advice and guidance to those persons living with the threat of homelessness.

Details were provided on the number of people seeking homelessness assistance, the preventative work which officers were doing, as well as the new *duty to refer* (which put the onus on public sector organisations to let the Local Authority know if anyone was at risk of becoming homeless.)

Officers explained that the Economy Department had been recently restructured which had influenced how homeless services were delivered. Simone also highlighted the improvements which had been brought about by the new customer

contact centre based at 145 King Street, the introduction of a new online self-assessment tool, upskilling and an improved customer service experience.

Temporary Accommodation

Gerry Crowley, Head of Allocations and Lettings explained the Council provided temporary accommodation as it had a legal duty to do so to those households which were homeless or threatened with homelessness. Setting the national context, it was noted that since 2010, there had been a 77% increase the number of families in temporary accommodation and a 250% increase in the number of families in bed and breakfast accommodation.

The Committee were pleased to learn that the Council had been able to reduce the number of families using temporary accommodation by 15% since April 2018, which bucked the pan-London trend. As such Hammersmith and Fulham was deemed to be a beacon Authority for its work in this area.

Details were provided on the Temporary Accommodation Delivery Board and also TA Reduction Working Group which had been established in 2018/19. It was noted that the key to the delivery of savings was through tenancy sustainment once a household had accepted an offer of housing in the private rented sector.

Sheltered Housing

Yvonne Stoney – Sheltered Housing Manager explained that Sheltered Housing Service comprised of 970 units across 22 schemes. Schemes varied in size and design but were all one-bedroom self-contained units for independent living, clustered around a shared communal lounge. Details were provided on the resources and the numbers of Officers involved in delivering the service.

It was noted that a significant amount of resident engagement work had been conducted and these details were set out in the report.

The Committee heard an active Residents Sheltered Housing Forum met every 2 months. To establish what residents wanted from the Service going forwards, a series of workshops were held and using this feedback, 3 options were developed. Of these, the residents agreed to implement option 1 for the new service structure.

In relation to the Homelessness Reduction Act, Cllr Rowan Ree asked how much additional funding this gave Local Authorities on a long-term basis. In response, Yvonne confirmed that no further funding was available. In the short term, *new burdens funding* was available for the first few years. Cllr Lisa Homan confirmed that after 2020/21 it was uncertain what would happen.

Cllr Rowan Ree asked in terms of fund raising for homelessness, whether Officers had done any direct fund raising with businesses in the Borough. In response, Julia

confirmed that Hammersmith Bid had been actively involved and the borough was at the start of charitable giving through initiatives like Small Tap, Big Change. Businesses also had their Corporate, Social Responsibility arms and there was an element of public giving.

Cllr Rowan Ree commented how effective the Small, Tap, Big Change initiative was and Mark Meehan explained this had been launched at the Council's Business Awards. Mark explained that further information on the Small Tap, Big Change scheme and Beam would be circulated to Members outside the meeting.

Action: That Officers provide the Committee with further information on the Small Tap, Big Change scheme and Beam.

Cllr Rowan Ree asked whether the 3-month post at Charing Cross Hospital had started. In response, Julia confirmed that St Mungo's would be seconding one its workers and it was hoped this work would start in the next 2 to 3 weeks. The savings arising from delayed discharges would be fed into the NHS.

Cllr Adronie Alford asked about the Emergency Night Support Service and how it worked. In response, Julia explained that it was located in Market Lane Day Centre in Shepherds Bush. The provision was very basic and comprised of camp beds for up to 8 people in a room and this was supervised by 2 staff. It opened from 9 pm to 8 am and it was the Street Outreach Team at St Mungo's which brought the clients to the facility. Julia confirmed the centre had been a contributory factor in reducing the numbers sleeping on the streets at night. Officers confirmed they had approached Central Government for funding in the hope that this could evolve into a 24-hour service.

Asking a supplementary question, Cllr Adronie Alford asked if homeless attendees (of The Emergency Night Service) would be advised when they attended. In response, Officers confirmed that they would be advised to refer themselves to Housing Solutions.

Cllr Adronie Alford noted that there had been a dramatic rise in the number of homelessness housing applications and if there were checks being done to ensure an applicant was genuinely homeless. In response, Yvonne explained there was a correlation between these and the increased number of single people making applications. Officers confirmed that a series of checks were made to verify if the person was genuinely homeless.

Cllr Helen Rowbottom explained that hospitals were not allowed to discharge persons without a fixed address onto the street and asked Officers to comment on this. Officers confirmed this was correct and hospitals should not be discharging to the street. It was noted that this was where the 3-month secondment to Charing Cross hospital should be beneficial.

Cllr Ann Rosenberg asked about Glass Door. In response, Officers explained that Glass Door was a Homeless Charity and London's largest open-access network of emergency winter shelters and support services for men and women affected by homelessness. Beyond that, there were a variety of drop in centres such as Queen

Caroline or libraries. Mark Meehan also explained that most Officers had mobile phones and so they had on-line mobile access.

Cllr Ann Rosenberg asked how a homeless person went about completing on-line forms. Officers explained that there were PCs in 145 King Street and Officers were on hand to provide face to face assistance.

Residents were invited to ask questions through the Chair. A resident asked if outreach (to homeless people) had been conducted in libraries as they had noticed that rough sleepers tended to congregate in them. Rough sleepers had also been known to sleep in rooms on the estates and residents expressed concern about this development. Officers asked residents to report any incidents of rough sleeping to the Council and organisations such as Street Link would be in a position to help.

Concluding the item, the Chair stated that it was good to hear about the progress which had been made on the Rough Sleeping initiative since the recommendations from the Rough Sleeping Commission and thanked Officers for the updates and the extra work they had taken to action the Homelessness Reduction Act. In relation to the use of Temporary Accommodation, he noted that there had been more referrals, but less people using temporary accommodation which underlined the good work which was being done in this area. Sheltered Housing was also cited as a good example of doing things with residents rather than to them.

The Chair asked Officers what actions they thought had made a significant difference to bring about positive change. In response, Julia Copeland explained the Commission had focused on and given officers the incentive to join up a number of work streams to really make a difference. Julia highlighted that the Borough had a number of excellent voluntary services, strong partnerships and a good track record of working with the council's voluntary organisations and providers. Officers had ensured they had listened to homeless peoples' views and used the Council's money wisely with evidence based commissioning. Glendine Shepherd highlighted that in addition, the Council now had dedicated officers working in the area of rough sleeping which had made a real difference.

Concluding the item, Cllr Lisa Homan explained this was an area she shared with Cllr Sue Fennimore, Deputy Leader, which illustrated the degree of political commitment to tackle the problem of homelessness. She highlighted the Council had a committed staff body dedicated to addressing the issue. In relation to the Sheltered Housing work, Cllr Lisa Homan stated that she had attended a number of meetings where the Sheltered Housing initiative was discussed and there had been high levels of engagement.

The Chair said the report illustrated the large amount of positive work which was being done and the Committee looked forward to revisiting and scrutinising the work which had been done in the future.

RESOLVED

That the Committee reviewed and commented on the report.

5. WORK PROGRAMMING

The Chair introduced the item and requested that the Committee be provided with an update on the work of the Arts Commission and Upstart to the next meeting.

Meeting started: 7.00 pm

Meeting ended: 9.55 pm

Chair

Contact officer: Charles Francis
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2062
E-mail: charles.francis@lbhf.gov.uk

London Borough of Hammersmith & Fulham

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

Date: 16/07/2020

Subject: Proposed Changes to the Council's Housing Allocation Scheme

Report of: Gerry Crowley

Responsible Director: Tony Clements

Summary

The Council is statutorily obliged to adopt and operate a Housing Allocation Scheme which sets out the rules by which it allocates affordable rented accommodation. The current Housing Allocation Scheme was last amended in 2018. We propose to make some changes to the scheme which will help ensure that those residents with the greatest need are prioritised for the right housing solution.

We are proposing some changes which will help prioritise children leaving care, homeless households and those households with disabilities gain access to safe and suitable housing. We also want to create greater transparency with the introduction of an online digital platform to advertise our rehousing opportunities, this will enable residents to play a more active role in their rehousing journey.

Recommendations

- 1) We change the way we allocate our social housing with the introduction of an on-line digital platform to advertise and allocate the social housing stock within the borough. The change will bring transparency to the allocation process and allow the applicant to play an active role in their housing journey. Properties will be advertised on the platform giving qualifying residents the visibility and opportunity to express an interest depending on their own individual housing preferences and requirements. We will manage the overall process in line with the terms of the current policy, whilst incorporating technology to bring about improvements.
- 2) We want to do more to ensure that those residents living with disabilities are prioritised for the right housing solution. Therefore, we propose that accommodation which has been adapted or is deemed adaptable by our Occupational Therapy service is prioritised for those that need it most.
- 3) We want to help more young adults leaving care with the best possible start as they transform to adulthood. We therefore propose to increase their priority award to Band 1 whilst increasing the annual quota for Children Leaving Care from 30 to 40 housing lets.

- 4) The Cabinet has previously expressed its approval for officers to utilise its powers under the Localism Act to discharge its housing duty into the private rented sector. To avoid and reduce the number of households in expensive temporary accommodation. We recommend a change to the policy which will allow those homeless households that work with our housing prevention service and have their homelessness successfully prevented by accepting accommodation in the private rented sector, to remain on the housing register.

- 5) To qualify to join the Council's housing register, applicants are required to meet the local residency criteria, ie resident in the borough for 5 of the last 7 years. We recognise that some young people have had to reside outside the borough to access SEN services and these should not be disadvantaged or fall foul of the Council's residency qualification. Therefore, we propose to change the policy to ensure that time spent outside the borough to access SEN services will be disregarded, this will ensure that young people with special education needs are not disadvantaged as they transition to adulthood.

- 6) We propose that Local Lettings Plans are automatically implemented for all new housing developments consisting of five or more social housing units. The lettings plans will prioritise qualified local residents living on the effected estate or the immediate locality before opening up to the rest of the housing register.

Wards Affected: All

H&F Priorities

Please state how the subject of the report relates to our priorities – delete those priorities which are not appropriate

| Our Priorities | Summary of how this report aligns to the H&F Priorities |
|--|--|
| <ul style="list-style-type: none"> • Creating a compassionate council | <p>Compassion is about equipping people to live independent lives.</p> <p>The proposed changes aim to increase the number of opportunities for disabled people to access housing which is suitable and adapted for their specific requirements.</p> <p>We will also increase the number of young people leaving care and going into secure and affordable housing, thus providing the basis for a brighter future.</p> |
| <ul style="list-style-type: none"> • Doing things with local residents, not to them | <p>The changes will give residents full visibility of the housing allocation process, the number of rehousing opportunities and the stock that becomes available for re-letting.</p> <p>The online digital platform will allow</p> |

| | |
|--|---|
| | <p>residents to play a more active role in their rehousing journey, as they will decide which homes they wish to apply for based on their housing requirements. The on-line platform will allow those supporting our most vulnerable residents to view and assist with choosing the correct rehousing pathway.</p> |
| <ul style="list-style-type: none"> • Being ruthlessly financially efficient | <p>The change to allow homeless households to remain on the Council's housing register will provide reassurance to applicants and ensure greater take up of PRS offers. In Summer 2018, Cabinet approved a one-off investment of £900,000 from the Temporary Accommodation reserve to secure 300 additional private rented sector properties. This is expected to enable officers to reduce accommodation costs by c£2.1m over four years by avoiding expensive costs of short term leased properties. This will help mitigate the impact of reducing government grants (anticipated to reduce by approx. £3.5m over a four-year period).</p> <p>The on-line platform will allow the Council to advertise void properties to a much wider audience, which will speed up the re-letting process and reduce rental loss on voids.</p> <p>The changes will also assist Children's Service to deliver MTFS savings as we reduce the number of children in care, particularly expensive out of borough placements.</p> |

Background Papers Used in Preparing This Report

Attached is a summary report detailing the results of a public consultation exercise which took place on 29th May 2020 on the proposed changes to the housing allocation scheme.



Summary%20of%20Re
sponses%20to%20Co

1. Proposals and Detailed Analysis

1) *Allocating housing in a fair and transparent way:*

The Council currently operates an 'assisted choice' model when allocating its housing stock. This simply means that successful housing applicants are awarded a priority band and placed on the Council's housing register. Housing is allocated in order of band priority and time spent in the band, taking into account any known housing preferences or needs. Households are then contacted when they appear on a shortlist for housing, which, depending on their assessed housing requirement could be some years after joining the register.

The proposed introduction of an on-line digital platform will enable us to better serve our residents. The change will bring transparency to the allocation process and allow the applicant to play an active role in their housing journey. Properties will be advertised on the platform giving qualifying residents the visibility and opportunity to express an interest depending on their own individual housing preference and requirements. We will shortlist and carry out viewings as we do now. The overall process will be managed where possible, in line with the terms of the current policy, but improved with the use of technology.

A working group will be formed to draw up the full design specification for the platform and ensure it has the capacity to allow residents to easily access and manage their own housing register, upload supporting documentation, automation capacity to alert households waiting for specific types of properties eg accessible housing, ringfence properties for specific groups, advertise properties on a daily or weekly cycle.

To assist and support residents, comprehensive training will be provided to colleagues located in all housing offices, libraries, jobcentres, legal, welfare and community advice centres. Support will be on hand to assist with those using the system which will allow residents to apply online, by email, text, telephone or in writing.

There are currently five known main suppliers in the market when it comes to the provision of the required housing software solutions. We will engage with those suppliers to market test and evaluate the options available to the Council.

2) *Improving access to housing for those with the greatest need:*

We want to do more to ensure that those residents with the most complex needs get access to the right housing solution. Therefore, we are proposing that accommodation which has been adapted or is adaptable goes to those that require it most. Much of the Council's housing stock was built in an era which renders it unsuitable for those with physical disabilities which has resulted in fewer rehousing opportunities for those that require accessible housing. We want to ensure that wherever possible, the supply of accessible housing is maximised and therefore those properties that have been adapted or are suitable for adaptation are identified and ringfenced for those that need it most.

We also want to create the opportunity for a better and more secure future for those children leaving care. Much work has been done recently to expediate the move-on from care to independent living, due to closer working and effective protocols between Housing and Children's Services. We propose to amend the rules to award the highest priority - Band 1, to those ready for move-on from care. We also propose to increase the annual Children Leaving Care quota from 30 to 40 social lets per year.

The Council awards additional priority – Band 2, to applicants that satisfy the community contribution criteria. To qualify through employment, the household is required to work for a minimum of 16 hours in line with DWP working tax credit rules. Whilst many people with disabilities work there may be circumstances in which a disability prevents this or the full criteria being met, in such cases we will review the individual circumstances and apply the principles of the policy.

To qualify to join the Council's housing register, applicants are required to have been resident in the borough for the last 5 years at point of application or 5 of the last 7 years. We recognise that young people that have resided outside the borough to access SEN services should not be disadvantaged or fall foul of the Council's residency qualification. Therefore we propose to change the policy to ensure that time spent outside the borough to access SEN services will not count when returning to the borough, this will ensure that young people with special education needs are not disadvantaged as they transition to adulthood.

Local lettings policies are an important tool that can be used to respond to specific local circumstances and are one of the main vehicles for the local authority to use flexibility within the overall allocation scheme for social and affordable rented housing. We propose that where social housing has been lost in a locality, we will automatically roll out a local lettings plan for all new housing developments consisting of 5 or more social housing units. The plan will prioritise those qualifying residents on the immediate estates or postal code before being offered to the remainder of the housing register across the borough.

3) Assisting those into suitable accommodation whilst remaining on the Housing Register:

The Council has seen an 127% increase in the number of households approaching for housing assistance (1,235 households in 2017/18 to 2,801 in 2018/19). Perhaps, more significantly, there was a dramatic increase in the number of homeless applications, up by 162%. The average number homeless applications made over the past four years was 511, compared to 1,011 in 2018/19. The Council has a statutory duty to relieve homelessness with a suitable offer of accommodation, which can be either temporary accommodation (TA) leased to the Council or accommodation in the private rented sector (PRS). The latter must be an Assured Shorthold Tenancy (AST) for a minimum of 12 months.

Avoiding the use of TA and continuing to reduce the current levels will realise savings to the general fund and is estimated at £392,000 in real savings (as opposed to cost avoidance) at the end of 2020/21.

Further to the Cabinet's previous approval, housing officers are using the powers as granted under the Localism Act to discharge the Council's housing duty into the private rented sector.

This proposal enables those households that accept an AST in the PRS will be allowed to remain on the Council's Housing Register rather than in TA. Any time spent outside the borough will not count against them in regards to retaining a local connection to the borough. In making this change, households are less likely to refuse the offer of an AST in the PRS. Applications will continue to be verified on an annual basis to ensure assistance is required.

The housing register currently has 2,700 households awaiting rehousing, this proposed change may result in an annual increase of approximately 300 households to the housing register every year.

4) List of 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.

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

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. |

Page 28

| 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. |

| CSC | Update |
|---|--|
| 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. 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. 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. |

| LEASEHOLDER/MAJOR WORKS TEAM | Update |
|---|---|
| What have you learned during the crisis? | * We can deliver a significant proportion of our service remotely. * 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. * 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. * 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). |

| ETATAE GARAGES & PARKING | Update |
|-------------------------------------|---------------|
|-------------------------------------|---------------|

| | |
|---|---|
| What have you learned during the crisis? | <ul style="list-style-type: none"> • Most tasks can be performed remotely. • Permit/fob/key collections can be done at allotted times during the week (currently twice a week). • 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. • Some officers home environment is not conducive for long term home working i.e. shared accommodation, lack of safe working space. • The use of virtual meetings have been good and should continue. • Phone and inbox duty whilst WFH is easier to focus and co-ordinate responses. • Changed to using Openscape for all team phone calls. |
| 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"> • Lettings – option of virtual (live video call) or in person. If in person social distancing rules with appropriate PPE applied. • 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. • 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. • TRA requested projects – Garages Manager to solely concentrate on working with TRA's to achieve these and post inspections of outstanding repairs. • Backlog of repairs – Designated officer to collect, log and arrange post inspection. |
| What needs to be re-imagined to respond to the new world and financial resources? | Viewings can be done virtually, by live video calling. |
| | |
| ETSTAES | Update |
| 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 |

| | |
|---|---|
| What needs to return in some form? | <p>by 1st June 2020 subject to funding</p> <ul style="list-style-type: none"> • Cleaning contract monitoring to resume – Site based working, with PPE and social distancing measures. Use of area offices, caretaking welfare facilities for hygiene. • Open all ball courts (awaiting permission from BECC/GOLD). • Backlog of service requests collated, residents updated and works planned with Pinnacle. • Keep increased service to sheltered schemes until the end June in line with shielding guidelines. • 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) <p>Priorities to get started by 4th July 2020</p> <ul style="list-style-type: none"> • 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) • Cleaning of Playgrounds before opening and regularly thereafter. • 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) • Separate fire safety removal requests by Housing Management from normal cleaning activities. • Schedule in yearly deep cleans that have been missed. |
| What needs to be re-imagined to respond to the new world and financial resources? | |
| | |
| RESIDENT INVOLVEMENT | Update |
| What have you learned during the crisis? | <p>That change can happen very quickly. The H&F CAN service was established in 3 weeks.</p> <p>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.</p> <p>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> |
| What have we changed that we want to keep? | <p>Online and paper-free engagement.</p> <p>The team working remotely used tools such as Microsoft Teams to stay connected.</p> <p>Meeting becoming more focussed.</p> <p>An openness to embrace change and try new approaches.</p> |
| What have we stopped that we can let go? | <p>Attending meetings that can be done online.</p> |
| What needs to return in some form? | <p>The re-opening of TRA halls/community halls and rooms, when Government advice allows.</p> <p>The holding of events, when Government advice allows.</p> |
| What needs to be re-imagined to respond to the new world and financial resources? | <p>What it means to connect communities and how we can support residents to work more closely with third sector organisations.</p> <p>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> |

| CAPITAL WORKS ENGAGEMENT | Update |
|--|--|
| 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. |
| | |
| HOMELESSNESS PREVENTION & ASSESSMENT, NRPF & SYRIAN REFUGEE PROGRAMME | Update |
| 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 |
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| ROUGH SLEEPING & COMMISSIONING | Update |
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| 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. |
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| HOUSING ALLOCATIONS & LETTINGS | Update |
| 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. |
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| M&E - ELECTRICAL, SECURITY & FIRE COMPLIANCE | Update |
| 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 |

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| | 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. |
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| GAS AND LEGIONELLA MONITORING | Update |
| 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. |
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| CAPITAL DELIVERY & PCT | Update |
| 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 |
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| 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 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> |

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| 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> |
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| ASSETT TEAM | Update |
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| 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. |

| HOME BUY | Update |
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| 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 |

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| 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 |
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| What have you learned during the crisis? | <ul style="list-style-type: none"> • We can provide the planning service 100% remotely, planning decisions can continue to be made to enable development/regen in the borough . • 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. • 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, • Ability to wfh is very popular • 24/7 flexible working works well particularly for staff with caring responsibilities who can work evening/nights weekends etc • Microsoft Teams works well, ability to share screens is essential. Ability to use video is helpful but IT capacity isn't supportive at mo. • Developer industry also adapted well and quickly to new ways of working with the Council. • 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. • Managing relationships with developers and investors remotely seems to take more time but is essential to build trust |
| What have we changed that we want to keep? | <ul style="list-style-type: none"> • More use of digital communications – e.g. teams mtg • Flexible and remote working • 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 • Virtual Design Review Panels have worked well, could be an opportunity for future income charges too. |
| What have we stopped that we can let go? | <ul style="list-style-type: none"> • Some of the more traditional notifications processes – e.g. local newspaper notices but these will need changes to govt regs • Stop printing, providing hard copies of plans to the public/local groups ? • Stop receiving paper copies of planning applications • Stop receiving paper letters of comments on planning applications? |
| What needs to return in some form? | <ul style="list-style-type: none"> • 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. |
| What needs to be re-imagined to respond to the new world and financial resources? | <ul style="list-style-type: none"> • 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. • A more interactive website, e.g. ability to upload fly-throughs, have interactive surveys etc • 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. • Reduce office accommodation, reduce individual desks but have more flexible collaborative working spaces |

LESSONS LEARNT – ECONOMIC DEVELOPMENT

| REPAIRS | Update |
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| What have you learned during the crisis? | <ul style="list-style-type: none"> • The service is a crucial interface between businesses/employers/residents seeking work in the borough and the council. • 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. • The service was able to pivot delivery to online/telephone quickly without major disruption to services. • 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. |
| What have we changed that we want to keep? | <ul style="list-style-type: none"> • 1-2-1 and group business support sessions, network meetings and supporting jobseekers can be delivered online/remotely. • The whole team is currently WFH, this has not impacted on productivity, anecdotally, productivity may have improved as well as wellbeing. • More joined up/collaborative working with different service areas and external partners. • 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. |
| What have we stopped that we can let go? | <ul style="list-style-type: none"> • Over reliance on face to face meetings with both internal and external stakeholders- meetings tend to be more focused and actions clearly defined. |
| What needs to return in some form? | <ul style="list-style-type: none"> • 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. • 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. |
| What needs to be re-imagined to respond to the new world and financial resources? | <ul style="list-style-type: none"> • Traditional '9-5' full time approach to recruitment, some roles can be done on a part time basis or remotely. • Increase Matrix approach to deliver outcomes, consider multi- disciplinary teams from across service areas. • 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. • 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. |

IMPACTS – HOUSING MANAGEMENT

| REPAIRS | Update |
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| 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 |
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| 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. |

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| 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. |
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| CSC | Update |
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| 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> |

| LEASEHOLDER/MAJOR WORKS TEAM | Update |
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| 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). |

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| delayed work) | |
| Identify statutory and contractual risks, and customer/reputation risks | <ul style="list-style-type: none"> * Difficulty offering lessees a venue to inspect proposals during consultation windows. * 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. |

| ETSTAE GARAGES & PARKING | Update |
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| Overall impact on delivery of services | <ul style="list-style-type: none"> • Increase in garage and parking bay arrears (£15K increase to date). • Increase in voids – lettings ceased and residents vacating (56 garages currently ready to let) impact on revenue. • Increase in issuing parking permits with reduced restrictions – key workers/emergency repair and specialist contractors. • Parking enforcement relaxed (priority being dangerous, obstructive parking) causing increase in complaints. • Increase in complaints regarding lack of parking on estates, price of permits. • Permit grace period on renewals extended to 1 month caused an impact on revenue. |
| Overall impact on WIP/Programmes | <ul style="list-style-type: none"> • 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. • Smaller projects requested by Tenant and Resident Associations (TRAs) delayed causing reputational damage. • Delay to Maystar Estate resurfacing programme with DLO and Conway. |
| 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 |
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| 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. |

| RESIDENT INVOLVEMENT | Update |
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| 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> |

| CAPITAL WORKS ENGAGEMENT | Update |
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| 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> |

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| 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. |
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| HOMELESSNESS PREVENTION & ASSESSMENT, NRPf & SYRIAN REFUGEE PROGRAMME | Update |
| 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. |

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| ROUGH SLEEPING & COMMISSIONING | Update |
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| 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. |

| HOUSING ALLOCATIONS & LETTINGS | Update |
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| 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> |

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| | 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. Households that require a move through the decant and management transfer route has also been postponed during the crisis which will require urgent attention. 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. |

| M&E - ELECTRICAL, SECURITY & FIRE COMPLIANCE | Update |
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| 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 |

| GAS AND LEGIONELLA MONITORING | Update |
|--|---|
| 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. |

| CAPITAL DELIVERY & PCT | Update |
|--|--|
| 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. 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. All our services providers have also made necessary arrangements to facilitate continuity of service provision.</p> |
| Overall impact on WIP/Programmes | <p>Impact = Low. Delays to some development tasks and activities effecting the overall delivery Programmes - but - severity of impact depends on their 'stage'. 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. 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. 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> |

Page 49

| 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&F staff too.</p> |

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| 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. |

| HOMEBUY | Update |
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| 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"> • 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. • 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. • Management of markets has been extremely challenging- particularly around Social Distancing issues. |
| Overall impact on WIP/Programmes | <ul style="list-style-type: none"> • Highly unlikely that occasional markets (car free day, Christmas markets etc. will take place this year) • Management of markets will continue to prove challenging- this will increase as lockdown eases particularly as staffing resources are already stretched in this area • 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. |
| Likely pent up demand (current versus normal state demand, plus backlog of delayed work) | <ul style="list-style-type: none"> • Increase volume of those seeking employment/job seeking support in the coming months • Businesses will need additional support to recover from lockdown and start trading again |
| Identify statutory and contractual risks, and customer/reputation risks | <ul style="list-style-type: none"> • Statutory risk- effective licensing and management of markets. • Reputational risk- businesses unable to access support from various grant schemes due to ineligibility and limited funding may blame the council. |

The Economy

Lessons Learnt Log

Lessons Learnt Log

| HOUSING MANAGEMENT | |
|---|---|
| REPAIRS | Update |
| What have you learned during the crisis? | <ul style="list-style-type: none"> • 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 ie Site Inspections and productivity |
| What have we changed that we want to keep? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • 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? | <ul style="list-style-type: none"> • Potentially the need for area housing offices/receptions. reliance on face to face meetings. paper forms and processes. email volume. |

Lessons Learnt Log continued...

Service impacts: impacts on service delivery, works in progress, pent up demand and any statutory and contractual risks

Lessons learnt; 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.

Consistencies and observations across the department

- 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.

Economic Development

Business & Enterprise Team – Success Factors & Lessons Learnt

- **Enhanced communication with businesses;** the team have undertaken an extensive communications drive to inform as many businesses as possible about available national, regional and local support.
- **Direct interventions including;** introducing a three-month rent holiday to commercial tenants and market traders, providing stewards to North End Road market to enforce social distancing, and distributing PPE, handwashing facilities and ‘safe distancing posters’ to traders and local businesses.
- **Continuation of Enterprise Clubs and 1-2-1 business clinics,** with meetings moving to an online platform as well as delivering themed webinars to support businesses navigating lockdown.

Growth

Development Team - Success Factors & Lessons Learnt

- **Positive/alternative methods of consulting with residents and stakeholders;** trialling live/online consultations, which will be recorded and available to view on the Councils website for a further 2 weeks.
- Moving forward, the team hope to include **‘fly-through’ (virtual journeys)** of developments as part of the overall commissioning agreement with architects. Allowing anyone to view a virtual impression of the development anytime online.
- **Virtual conferencing**, and in particular through the use of **MS Teams** has allowed the Development Team to continue delivering meaningful / uninterrupted public consultation, successfully engaging with a broad range of stakeholders, from residents and businesses, to schools and governors.

Planning

Planning Services - Success Factors & Lessons Learnt

- **Planning services can be delivered almost entirely remotely**, with decisions continuing to be made to enable development/regen in the borough.
- **Virtual Design Review Panels** have worked well and could be an opportunity for future income generation.
- Managing relationships with developers and investors remotely is more time-consuming but has continued uninterrupted and is essential in building trust between developers and the Council.

Housing Services

Resident Involvement Team – Success Factors & Lessons Learnt:

- **Positive/alternative methods of consulting with residents and resident Forums;** The Resident Involvement Team has been supporting a **drive towards online meetings** (considering accessibility and ability) across our six (6) large resident groups.
- All meetings have now moved online, with an estimated 45+ residents / practitioners set to participate in our first online Housing Representatives Forum on 16th June.
- Working with residents and IT to facilitate online resident forums via web-based platforms has been hugely challenging, but incredibly empowering for residents.

Housing Services

Neighbourhood Services - Success Factors & Lessons Learnt

- **Improving resident welfare and minimising impacts to Sheltered Housing residents moving forward;** 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 carrying out **phone surveys with all 950 Sheltered residents to address the current gap in direct customer feedback about our service.** The survey lets residents tell us what has worked well during this time, where we need to improve/rethink our service delivery, as well as their support needs and their digital capability in this changing environment.
- We're using this direct feedback to test our delivery model during covid, retain what is working, remove what isn't, identify those residents who need extra support from us now and to inform the next phase of service delivery as service move to remote working to ensure residents are not left behind.

Housing Services

Homelessness – Success Factors & Lessons Learnt

- **Improving the welfare of rough sleepers;** Enhanced Partnerships with voluntary sector, businesses and statutory agencies; offered emergency accommodation to over 275 rough sleepers and people at risk of rough sleeping at pace into good quality emergency accommodation; 52 people accommodated without recourse to public funds.
- **110 have moved on from emergency accommodation;** 24 have abandoned the accommodation. There are 144 current people requiring move-on accommodation.
- Homelessness services continue to keep people safe. Preventing major outbreaks of Covid amongst vulnerable rough sleepers and other homeless people.
- Ongoing challenge is to move people from hotels into sustainable accommodation at pace, and support options so they do not return to rough sleeping.
- Recent weeks has seen an increase in ASB and serious incidents in the hotels. Multi-agency action group established to address issues.
- Implementing track and Implementing a track and trace response plan in the event of a Covid outbreak amongst homeless people.

Housing Services

Customer Service Centre – Success Factors & Key learnings:

- **Mobilisation of CSC (40 staff) from Office based to entirely working from home** over a matter of days, and fully tested over a 2-week period.
- The CSC is currently receiving approximately 70% fewer calls and has experienced some efficiency issues in relation to; longer call connection times for customers, staff not having the required kit (double screens, headsets) and IT issues in relation to performance management/workforce planning software.
- Overall performance is good, but is being closely monitored given the reduction in customer calls and reduction in routine repairs which although hasn't impacted certain KPIs will likely change when full services resume.

END