

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 2 June 2020

TIME: 6.00 pm

VENUE: Virtual Meeting - Online

MEMBERSHIP (Quorum 4)

Chair: Councillor Sachin Shah

Councillors:

Dan Anderson
Jeff Anderson
Sarah Butterworth
Honey Jamie

Stephen Greek
Jean Lammiman
Chris Mote
Kanti Rabadia

Representatives of Voluntary Aided Sector: Mr N Ransley / Reverend P Reece
Representatives of Parent Governors: Mr M Chandran / Ms M Trivedi

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament

Reserve Members:

- | | |
|----------------------------|---------------------|
| 1. Jerry Miles | 1. Philip Benjamin |
| 2. Chloe Smith | 2. Stephen Wright |
| 3. Angella Murphy-Strachan | 3. Norman Stevenson |
| 4. Sasi Suresh | 4. Ramji Chauhan |
| 5. Vacancy | |

Contact: Daksha Ghelani, Senior Democratic Services Officer
Tel: 020 8424 1881 E-mail: daksha.ghelani@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public and can be viewed on the Council's website.

Filming / recording of meetings

The Council will record Public and Councillor Questions. The recording will be placed on the Council's website.

Please note that proceedings at this meeting may be recorded or filmed. If you choose to attend, you will be deemed to have consented to being recorded and/or filmed.

Agenda publication date: Friday 22 May 2020

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. MINUTES

- (a) Minutes of the special meeting held on 23 January 2020: (Pages 7 - 20)

That the minutes of the special meeting held on 23 January 2020 be taken as read and signed as a correct record.

- (b) Minutes of the meeting held on 11 February 2020: (Pages 21 - 30)

That the minutes of the meetings held on 11 February 2020 be taken as read and signed as a correct record.

4. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair of the Committee for the Municipal Year 2020/21.

5. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 28 May 2020. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

6. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

7. REFERENCES FROM COUNCIL/CABINET

(if any).

8. ESTABLISHMENT OF SUB-COMMITTEES 2020/21 (Pages 31 - 34)

To consider the establishment of and appointment of Members to the Sub-Committees of this Committee for the Municipal Year 2020/21, including the appointment of Chairs under Committee Procedure Rule 7.2.

[NOTE: Members are asked to note that subsidiary body memberships must be determined in accordance with the Local Government and Housing Act 1989 and regulations made thereunder. Therefore, whilst the Committee has to confirm the membership of its Sub-Committees to comply with the Local Government Act 1972, the actual nominations of named Councillors are decided by each Group, from within the membership of that Group. It is not open to the Committee to seek to change or to delay the nominations duly made by a Group. It is only if there is a failure to make a nomination or to act in due time that the Committee may seek to consider the matter further].

9. APPOINTMENT OF SCRUTINY LEADS 2020/21 (Pages 35 - 36)

To appoint the leads for the Municipal Year 2020/21.

10. THE COUNCIL'S RESPONSE TO COVID 19 - QUESTION AND ANSWER SESSION WITH THE LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE (Pages 37 - 176)

Report of the Chief Executive.

11. ANY OTHER BUSINESS

Which cannot otherwise be dealt with.

AGENDA - PART II - Nil

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 5 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Thursday 28 May 2020
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OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

23 JANUARY 2020

Chair:	* Councillor Sachin Shah	
Councillors:	* Richard Almond * Dan Anderson * Jeff Anderson * Sarah Butterworth	* Jean Lammiman * Jerry Miles (1) * Chris Mote * Kanti Rabadia
Voting Co-opted:	(Voluntary Aided)	(Parent Governors)
	Mr N Ransley Reverend P Reece	Mr M Chandran Ms M Trivedi
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance (Councillors)	Graham Henson Adam Swersky	Minute 96 Minute 96

* Denotes Member present
(1) Denotes category of Reserve Member

94. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Councillor Honey Jamie

Reserve Member

Councillor Jerry Miles

95. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 96 – Question and Answer Session with the Leader of the Council and Chief Executive

Councillor Lammiman declared a non pecuniary interest in that she was Chair of Governors at Shaftesbury High School for Children with Special Needs. She would remain in the room whilst the matter was considered.

Councillor Almond declared a non pecuniary interest in that he was a Governor at St Teresa's Catholic Primary School, Hatch End. He would remain in the room whilst the matter was considered.

Councillor Mote declared a declared a non pecuniary interest in that his wife was employed by Orley Farm. He would remain in the room whilst the matter was considered.

Councillor Butterworth declared a non-pecuniary interest in that she was a teacher. She would remain in the room whilst the matter was considered.

RESOLVED ITEMS

96. Question and Answer Session with the Leader of the Council and Chief Executive

OVERVIEW BY THE CHIEF EXECUTIVE AND THE LEADER

The Chief Executive began his presentation by referring to the General Election which had resulted in the return of the Conservative Party to form a Majority Government thus ending the uncertainty over Brexit which was now inevitable. In terms of impact of the new government, the completion of the Comprehensive Spending Review would be particularly significant as the outcome would impact on the Council and its budget and trigger debates about the levels of Council Tax. The government, in accordance with the Conservative Party's manifesto commitments, was expected to produce a number of policies including those on Adult and Social Care, Education and Housing. The Chief Executive felt that, although a number of issues remained to be clarified, by this time next year the Council would be in a better position to understand its Medium Term Position.

Referring to his own commitments, the Chief Executive said that he had taken on regeneration, the budget and the MTFs as priorities in order to bring some stability to the Organisation. He had also been involved in other areas including Adult and Social Care, the Borough Plan, housing, support services (particularly HR) and the modernisation process. Whilst progress might not merit a gold award, he felt it was deserving of a silver one.

Strategic priorities for 2020 would include focussing on the Borough Plan, the MTFs, preparation for the inspection of Adult and Social Care, accelerating the modernisation programme and changing the culture of the Organisation with an emphasis on staff training and development and team building.

In his introduction the Leader agreed that, whilst the election had created some stability, a number of issues remained unclear with the future financing of local government, residency and adult and social care being examples. The previous government's austerity policies had hit the Council very hard with the need to make cuts in services and although the Council was in a good position, further challenges would no doubt present themselves in the coming months as government policies were rolled out.

Following the introductions members of the Committee asked a number of questions of the Leader, Portfolio for Finance and Resources (hereinafter referred to as the Portfolio Holder) and the Chief Executive as detailed below. For ease of reference questions and responses that overlap have been grouped.

Q1: Does the very level of pay of Care Providers have an impact on the quality of service delivery and pose a risk in terms of health and safety, as referred to in the budget papers?

The Chief Executive said that there was no direct evidence to suggest that the situation was having a detrimental impact on the day to day service. What was evident however was that cost pressures in providing the service were increasing without a corresponding increase in resources thereby increasing the risk? It would therefore be advantageous to put more money into the care providing service, particularly over the medium term, to mitigate the risk.

The Portfolio Holder, whilst agreeing with the Chief Executive that the situation did not currently pose a significant health and safety risk, felt that it was a great shame that the Council was responsible for one of the lowest pay group of workers in the Country. It was one of his priorities to address the issue as set out in the budget which included a proposal to commission a review of the service designed to improve the quality of care and ensure that the workers received a proper wage. He however accepted that achieving this would be very challenging at a time of diminishing financial resources.

Q2: What benefits in terms of income is the Council receiving from its Commercialisation Strategy and in particular from Project Phoenix and when will we know the level of income that has been received from commercial activities?

The Chief Executive, in replying, accepted that for a number of reasons some commercialisation projects had not delivered the income expected and built into the budget in the medium term. It was, however, important to remember that the Council had received income it would not have otherwise received by going down the route of commercialisation with such income contributing towards bridging the size of the budget gap.

The Chief Executive confirmed that the Council was fully aware of the amount of income it was receiving from commercialisation. It was also aware of the costs it was incurring. The income and costs would be reported at the end of the financial year when a full picture would emerge.

The Portfolio Holder felt that one of the challenges in trying to identify the additional income secured through commercialisation was to recognise that a so called new venture was not entirely new as it would have inherited a number of historical costs that would be difficult to identify and or isolate. It was also important to take into consideration the opportunity costs i.e. the costs of not doing something which was also difficult to quantify. He agreed with the Chief Executive that some projects had resulted in additional income with trade waste being an example. Although this additional income might not have been on the scale expected it had helped the Council to balance its budget at a time when central government funding was being significantly reduced. The commercialisation process had involved the Council in taking some risks, but the Portfolio Holder felt that these risks had been worth taking at time when the Council was endeavouring to protect front line services and bridge the budget gap.

Q3: Now that the Withdrawal Bill had been enacted and building on the work that had already been undertaken within the Council to assess its impact what effect will Brexit have on the Council, particularly on residency?

The Chief Executive clarified that, although work had been undertaken to identify the implications of Brexit for the Council, the work had been centred on what action would need to be taken in the event of a no-deal Brexit. A no deal Brexit still remained a possibility in which event the action identified would be triggered.

Whatever happened, Brexit or no-deal Brexit, the impact would depend on the impact on the UK's economy and how this impact translated into the resources available for public service and local government in particular. This impact would emerge over a period of time but it was inevitable that Brexit itself would impact on the Council's workforce and people coming into contact with the Council including providers or users of services.

The Borough was also the home of a number of European Nationals (Romanians being one of the largest) and whether they stayed, or others came in, they would impact on our services at a level not yet determined. The Council would also have an important role to play as they go through the process of achieving settled status.

The Chief Executive concluded by saying that overall the impact of Brexit would be softer in the short term than it would otherwise have been in a different scenario but the issue would need to be kept under review so that the impact in the longer term could be assessed and managed.

The Leader explained that the work carried out by the Council over the last 18 months on Brexit had been fed into the London Region of ten regional

networks set up by the Home Office to receive feedback from Councils up and down the Country.

As indicated by the Chief Executive, the Borough had a large and growing Eastern European community, the Romanians being the largest in the Country. One of the tests for settled status was command of the English language and filling in forms which had proved to be quite challenging. The Council had received external funding from the Law Centre and the Migration Fund to provide support and was working with other agencies including embassies.

Brexit had heightened the level of uncertainty amongst the European community resulting in people moving as evidenced by a fluctuation in the school pupil numbers. This effect was being monitored by the Council so that any problems could be addressed.

Q4: Given that it has been a constant priority in the past how will the 2020/21 priority to change the culture of the Organisation be approached to avoid culture fatigue and ensure the workforce participate in the process?

Q5: How does the Council become a learning and flexible Organisation?

Q6: How will you change a culture that regards councillors as a partner, someone to be tolerated or someone to be avoided?

Q7: Is the Chief Executive satisfied that the Council as an organisation is working in a joined-up way?

Q8: What progress is being made to achieve smarter team working through for example rolling out upgraded ITC?

The Chief Executive said that the recently completed workforce survey would provide a good baseline as the feedback from staff had included a number of key messages e.g. the need to improve the quality of ICT and address issues relating to the facilities at the Civic Centre. He emphasised the importance of sorting out hygiene issues before moving on to more strategic ones.

The feedback had also included some surprisingly good messages - staff morale was not too bad and staff relationships with managers were positive. Nevertheless, there was quite clearly work to be done in terms of breaking down the silo mentality, creating common shared values (through the medium of the Borough Plan) and emphasising the importance of cross departmental working. The overall objective was to achieve more joined up working within the Organisation and staff training and development would play an essential part in bringing about this change.

The modernisation programme had provided the opportunity to make an investment in staff training and development and provision had been made in the budget for HR to support implementation of this programme. The programme had not yet been rolled out but the draft included a development programme for managers and he would be personally involved with the

programme for Senior Managers. He emphasised that that the programme would not have a short life of 6 months but would be over a 2-3-year period. He also confirmed that Councillors would be involved in the process.

The Chief Executive accepted that becoming a learning Organisation presented a significant challenge mindful that it was subject to political and structural change and changes in personnel. What he was hoping to embed in the Organisation was an infrastructure that, whilst recognising the inevitability of change, also provided for some degree of continuity. Getting better at communicating with the workforce would be one of the features of this infrastructure which was why he was working closely with the Communication Team to see how the Council could improve the way it communicated.

The Leader accepted that, because of the cut backs in recent years, the Council had not committed sufficient resources to support staff training and development. He therefore welcomed the new investment in this important area. There was an abundance of skills and abilities in the Council's workforce and the investment would provide an opportunity for individual staff to develop their potential outside of their silos and recognise, and adapt to, different ways of working.

Referring to the way the way Councillors were perceived within the Organisation the Chief Executive, whilst accepting the analysis, said that based on his own experience in other Councils the description was not untypical. The challenge was to change the culture so that a vast majority of the workforce perceived Councillors as partners. It was his and the duty of the senior management team to set an example by emphasising the importance of the democratic process and respecting the roles that Councillors played within it, thus demonstrating that the organisation was driven politically. He was satisfied that he and the SMT were setting such an example and it was incumbent upon him and senior managers to challenge any behaviour which did not respect the role of councillors and he encouraged councillors to do likewise. The challenge was to continue to ensure that respect and understanding of the political process was reflected throughout the Organisation and the Training and Development Programme referred to earlier would be one mechanism for achieving this.

He agreed that the role of the Leader/Portfolio Holders in the current staff induction programme was an example of good practice and a step in the right direction in demonstrating the political nature of the Organisation.

Referring to Q7, the Chief Executive replied by saying that he was not satisfied which was why the issue was being addressed through the initiatives referred to earlier. There were a number of reasons for the absence of joined up thinking including the narrow view that Departments sometimes adopted about the issues facing them within their own particular service area. Although this specialism was necessary there was also a need to see things more widely and recognise the interconnectivity between issues. As previously stated the programme to change the culture of the organisation would address this issue.

Furthermore, although the Borough Plan would be outwardly focussed in terms of identifying outcomes for the community, one of the key drivers behind its development would be the use to which it would be put internally. The Plan, by setting out the Council's purpose and what it hoped to achieve would provide a better chance for staff to see things not only from a departmental point of view, which was important to preserve specialisms, but also more holistically.

For the reasons previously given the Chief Executive accepted that smarter working referred to in Q8 was still somewhat off although a start had been made in improving technology. The concepts and ideas (e.g., flexible working) were currently being worked on not only in relation to the Training and Development Programme for managers referred to earlier but also, in anticipation of the move to the new Civic Centre. Improving the relationship with staff working remotely and/or in other Council Offices was also being addressed.

The Portfolio Holder confirmed that the Council was investing heavily in ITC to improve ways of working. He also referred to the refresh of the Council's website which as a platform would enable over time the provision of more information and being mobile phone friendly would allow for the reporting of issues such as fly tipping regardless of location. Not wishing to be proven wrong but he was looking forward to the Council's website being regarded as the most responsive municipal website in the world!

Q9: What will be the next steps to ensure that the Council's workforce reflects Harrow's diversity at all levels?

The Chief Executive, in his capacity as Head of Paid Service, accepted that, although the Council had a very diverse work force reflecting the diversity of the Borough, the reflection was not good enough or at a level he would like to see at the senior level. There were, however, some encouraging small steps - a woman was now a member of the Corporate Strategic Board which sent out a message about role modelling. The person appointed to the post of Director of Human Resources and Organisation Development was a black woman which also sent out the right message given that her role would be to lead on equalities and diversity in an outer London Borough that had an extremely diverse community.

One of the responsibilities of the new Director would be to develop the People's Strategy which would include targets to improve diversity at all levels particularly at senior level. More work would be done internally to develop the skills and abilities of senior staff so that they were in a better position to compete for the top jobs when they became available. Externally, the Council would be more challenging with their recruitment partners to ensure that the field was as diverse as possible.

The Portfolio Holder explained that diversity was important to him and that one of the questions he had asked the candidates for the post of HR&OD was how they would address the issue. He had been particularly impressed by the successful candidate's very strong response which had emphasised the need to engage internal groups in a way that was meaningful in terms of having an

impact on the culture of the Organisation. Whilst agreeing that there was a need to ensure that the field of candidates reflected diversity there was also a need to ensure that the composition of Recruitment Panels reflected diversity.

The Leader said that the issue of securing diversity at a senior level had been a struggle ever since he had become a councillor. It was a great regret that the mechanisms (e.g. Peer groups, interview training) that local government used to offer to support people through the application and interview had largely disappeared as a result of the cuts. This loss had had an effect on the quality of applications submitted for top jobs. It was also regrettable that the grant the Council had received for its accredited career training and development programme had been withdrawn resulting in the abandonment of the programme. Bringing HR back in house would provide an opportunity to restore a career support service with responsibility for developing the large pool of talent that existed within the workforce.

Q10: Is the Council involved in lobbying the government for resources to meet the needs of Adult and Social Care?

The Leader replied in the positive by confirming that the Council was part of the cross-party campaign organised by the LGA to seek proper funding for adult and social care and to bring forward the promised Green Paper.

Q11: What is the Council doing to ensure that the health and transport needs of residents are met?

The Leader explained that a lot of consultation (of which consultation on the Council's Adult and Social Care Strategy was an example) had taken place around transport to ensure that the transport and health needs of residents were taken on board.

He also confirmed that meetings took place on a regular basis with TfL and Network Rail so that they could become aware of, and make their own plans to fit in with, the Council's schemes such as the regeneration programme. A number of proposals put forward by the Council had been successful e.g. the Wealdstone Scheme which encouraged more walking and accommodated changes to bus routes.

Q12: How well is the Council working with partners to deal with the increase in crime and ensure that Harrow remains one of the safest boroughs in London?

The Leader replied by saying that the Council was working in a different way with partners including the Police. Whilst regretting the restructuring of the police force and the consequential loss of the Borough Commander, he was pleased to report that the Council had a very good relationship with the Police who were also working with diminishing resources. For example, they did not have the resources to deal with low level anti-social behaviour such as street drinking.

He was however also pleased to report that despite their stretched resources the Police had been forthcoming in providing its support to the borough

whenever this was required. For example, support from the violence and crime reduction unit had been provided to deal with problems arising from knife and drug related crime which was being perpetrated not by gangs in the Borough but by people congregating in Harrow. The Council had also been working with the voluntary sector with a focus on Wealdstone with positive results with crime and knife crime falling by over 50%. The work with the voluntary sector had attracted a lot of grant funding some of which was due to run out in March and October of this year. He was worried about the impact the loss of funding would have in terms of an increase in crime activity. Efforts were therefore being made in conjunction with the voluntary sector to find alternative sources of funding to support not only on-going initiatives but other schemes such as dealing with low level anti-social behaviour which would leave the police to concentrate on dealing with the harder criminal element. Although the Borough was seen as one of the safest in London the fear of crime was higher here than it was in Brent. Given that people regarded anti-social behaviour as a crime, receiving funding to deal with this behaviour would be one way of helping to reduce this fear. The London Council Network, of which the Council was part, were campaigning for the need to recruit an additional 6000 police officers and 600 support staff across London to deal with the current level of crime.

The Leader felt that notwithstanding the need to work with diminishing resources overall the partnership with the police and the voluntary sector was working well.

The Chief Executive said that he had been very impressed by the willingness to enter into a dialogue and partnership with the Police. The Council had not been afraid to point out when and where the Police were not doing so well and where their resources should be targeted in the Borough. For example, earlier this year the Council had lobbied the Police to address incidents of aggravated burglary and whilst the issue had not gone away the Police's operations had had some impact.

In terms of funding, it was somewhat strange and counterproductive that in a low crime area such as Harrow additional funding was only provided if crime rates increased. When specialist funding had become available the Council had worked hard to emphasise the need to ensure it was directed towards the Council's priorities and addressed the concerns of the community e.g. drug dealing. The Council had also emphasised the importance and flexibility of neighbourhood policing and would be putting forward a strong case that as additional officers became available they were deployed in the neighbourhoods and areas of greatest needs thus recognising that hot spots moved around and possibly into a Ward which had not otherwise been identified as one with issues.

As the Council was not in direct control it was important for the Council to continue to influence Police operations which meant building on the good relationship that already existed and continuing to provide sound evidence to get the support it sought. Aligning the Council's services with Police operations through joint working, of which designing out crime was an example, would also continue.

Q 13: Following one of the findings of Scrutiny Review of Youth and Children Services what is the Council doing to provide teaching of English to members of ethnic minority groups who do not speak English as a way of addressing the problems they encounter in accessing Council services and in particular to deal with their health needs?

The Leader responded by saying that a number of courses had taken place on a regular basis across the borough funded from the Migration Fund.

Q14: How much of the £100m capital approved by the Cabinet in July 2019 for borrowing has been used up and which of the transactions can be justified in terms of commercial investment?

Q15: What is the expected yield from property investment?

Q16: What are the rates for borrowing and how are investment decisions made?

Q17: The budget papers appeared to have two figures for the saving achieved as a result of an interest rate reduction on the £10m loan, £1.7m and £0.5m. Can the saving be clarified?

The Chief Executive said that, although he did not have the precise figure the amount used to date was in the region of £7m on one property the return on which was reflected in the budget. Some £90m therefore remained available. As the capital had been accessed at a reasonable level of interest there was potential for the Council to increase its return. Going forward it was important for the Council to spread risks across asset types and locations depending on the outcome sought.

Investments would include property and lending to other authorities and partners (e.g. West London Waste), from which the Council received a good rate of return, would continue. Opportunities to see what returns could be made by making investments with the Council's preferred strategic partner for regeneration would also be considered.

Whilst the Council had some internal expertise any investment decision would be taken following advice from independent sources including CIPFA and LGA to ensure that the Commercialisation Strategy was being delivered and we got advice from Luton. The Cabinet would receive regular updates on progress together with an update of the Investment Strategy agreed two years ago.

Responding to supplementary questions the Chief Executive said he could not think of any examples where an investment decision would not comply with the Council resolution agreed last July which committed investments to be in the long term. It was also certain that the Council would continue to take internal and external advice not only on specific property investments but also on a range of options arising from a specific strategy such as Regeneration. He also expected that this one-off advice would be reviewed as the strategy and investments associated with it developed.

On Q15, the Chief Executive confirmed that a yield of 2.5% net was expected from property investment.

The Chief Executive said that the borrowing rates referred to in Q16 fluctuated as the markets fluctuated but the Council sought to borrow at the most advantageous rate possible and to lock it in for as long as possible. To see if an investment was worthwhile the cost of the asset and the repayment costs would be calculated to which a figure of 2.5% would be added. The Council would be looking for a yield of 7 - 7.5% for an investment to be seen as worthwhile and this was being achieved in respect of £50m of its investments. The Chief Executive agreed that there would be a number of potential investments that would not meet the Council's criteria.

The Portfolio Holder confirmed that the Council's appetite was only for those investments that carried a low risk. The PWLB had increased its borrowing rate but this was after the Council had taken out its loan.

The Portfolio Holder said he would arrange for an explanation of the saving referred to in Q17 and how it was represented in the MTF5 to be circulated.

Q18: How is the Council managing the additional costs for collecting the extra waste from the new blocks of flats being built throughout the borough?

The Leader, replying in his capacity as Chair of the West London Waste Alliance, explained that 1000 tonnes of waste a day were being sent to the recovery centre in Wales. New priorities were being set by the Alliance to reduce the level of residual waste, thereby ultimately reducing the amount of waste overall, and to encourage recycling/reuse.

A campaign and communication exercise had recently started targeted at flat owners to improve the take up of the food waste collection and, although the borough had one of the best take up rates in London, it was estimated that some 400 tonnes of food waste were still being collected as residual waste. One of the objectives was to move this food waste into recycling and people moving into the new developments would be particularly targeted and encouraged to recycle their waste.

The recycling contract was due to expire shortly and the renewal of the contract would need to be mindful that the market for the take up of recycling material, such as wood and plastic, was fluctuating with some countries (e.g. Holland and China) now refusing to take some of the materials they had previously taken. These fluctuating costs presented a challenge for the Council which is why the budget contained a risk factor.

The Chief Executive explained that he and the Director of Finance had identified a need to review the assumptions made about the gains from the increase in housing numbers and the Council Tax Base compared to the additional costs incurred. This review would establish whether a tipping point had been reached and if so whether an allowance should be made in the budget.

Responding to a supplementary question he confirmed that the level of this allowance had not been calculated but we need to make a bit more of an allowance and one idea being explored in preparation for the budget for 2021/22 was for half of the revenues from new developments to be included in the bottom line and to hold back the other half to maximise choices. The idea would be worked up in more detail during the course of the year.

In response to a further follow up question he agreed that the collection of waste from flats did pose a particular challenge and although the service was getting better there was still scope for improvement which the redesign of the Depot might help to contribute towards. Whilst some of the problems emanated from the residents, the Council could do more to make it more straight forward.

Q19: What action is being taken to manage/reduce the level of debt within the Capital Programme?

The Portfolio Holder explained that bids for capital funding were subjected to four rigorous tests including meeting health and safety requirements and to demonstrate an ability to pay for itself. Millions of pounds had been taken out of the Capital Programme as a result of this rigorous process which would continue to ensure that expenditure was essential.

He also pointed out that one of the reasons for going down the route of seeking a partner for its regeneration strategy was to share and manage risks, to secure a new Civic Centre and affordable housing at no Council to the Council.

Q20: What action is being taken to bridge the projected budget gap of £15m for 2021/22?

The Portfolio Holder replied by saying that the Council, like local government in general, was caught in a structural problem created by a number of uncertainties including the level of central government funding which made long term planning difficult. Some of these uncertainties would hopefully be resolved over time but in the meantime the Council would continue to spend prudently. It would also carry out a number of policy reviews in areas of greatest spending.

The Chief Executive shared the Portfolio Holder's frustration in not being able to make long term planning and felt that the uncertainty would continue until the end of 2020 when the Council might have a bit more certainty in the medium term.

Whilst it was prudent to paint a worst case scenario he was confident that the budget gap would come down as a result of increase in government grant, more resources for adult and social care, continuation of new home grant, borrowing etc. Although the gap might not be closed, he was also confident that the Council would not be faced with having to take huge chunks of money out of front line services.

The Leader thought it was important to remember that the main reason for the budget gap was the loss of revenue grant of some £50m from central government as a result of which 77% of funding was via Council Tax. The Council would not know the level of support it will receive from central government until the Comprehensive Spending Review had been completed in March and fed into the budget process in November.

Q21: What would you choose as your big ticket issues for 2020/21?

The Leader went for Climate Change and Tackling Inequality and Poverty as did the Portfolio Holder. The Chief Executive chose health and social care integration.

At the end of the question session the Chair thanked the Leader, the Portfolio Holder and the Chief Executive for their attendance and responses.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.15 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

11 FEBRUARY 2020

Chair:	* Councillor Sachin Shah	
Councillors:	* Richard Almond * Dan Anderson * Jeff Anderson * Sarah Butterworth	* Honey Jamie * Jean Lammiman † Chris Mote * Kanti Rabadia
Voting Co-opted:	(Voluntary Aided) * Mr N Ransley Reverend P Reece	(Parent Governors) Mr M Chandran * Ms M Trivedi
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance (Councillors)	Graham Henson	Minute 104

- * Denotes Member present
- † Denotes apologies received

97. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

98. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Item 8 - Draft Borough Plan 2020-2030 including the Draft Corporate Plan

During consideration of item 8, Councillor Jean Lammiman declared a non-pecuniary interest in that she was Chair of Governors at Shaftesbury School. She would remain in the room whilst the matter was considered and voted upon.

99. Minutes

(a) Minutes of the Ordinary Meeting held on 7 January 2020:

RESOLVED: That the minutes of the ordinary meeting held on 7 January 2020, be taken as read and signed as a correct record.

(b) Minutes of the Special Meeting held on 23 January 2020:

The Chair reported that the minutes were being consulted on and were not available that evening. However, the draft minutes would be submitted to Cabinet on 13 February 2020 as part of the consultation process on the budget.

RESOLVED: To note that the minutes of the special meeting held on 23 January 2020 were not available and that consideration of the minutes be deferred to the next meeting of the Committee.

100. Public Questions

RESOLVED: To note that no public questions were received.

101. Petitions

RESOLVED: To note that no petitions had been received.

102. References from Council/Cabinet

None received.

RESOLVED ITEMS

103. Role of Members towards the journey of becoming a more modern, flexible and agile Council and the planned move to a new Civic Centre

The Committee received a presentation from the Corporate Director of Resources, which set out the Council's journey towards becoming a more modern, flexible and agile Council with a move to a new Civic Centre.

The Corporate Director circulated his presentation titled 'Members and the Flexible Futures Programme' at the meeting and described the planning of the Modernisation Programme which was intended to take the Council into the digital world. He referred to the various slides as follows:

Slide 1 – Modernising How We Work – Themes

It was intended to review the Council as a whole and the ‘client journey’ would also focus on residents. It was intended to automate manual processes.

The ‘core enabling’ would entail the modernisation of internal processes and tools and the empowerment of staff. It would examine how officers worked with a view to simplifying and standardising processes such as sickness absence. Training and motivation of staff would be fundamental in ensuring an empowered and energised staff. A flexible and modern workspace would help support the move to a new Civic Centre.

Slide 2 – What is Flexible Futures?

The Council was preparing to move to a new Civic Centre in 2023/24 and it was intended to embed a flexible approach to work which untied staff from ‘owning’ a desk and allowed staff to work from any place. The physical space would be defined, including special requirements.

Additionally, how staff worked in a space and how they were managed would also be defined. Training would form an integral part of this exercise. It was intended to introduce new technological devices to ensure flexibility and allow for smarter working. Ensuring security of data would form an essential ingredient of this exercise. Workplace design would examine various steps – flexible, smarter and agile working by allowing staff to work anywhere, at anytime and anyhow with anyone and anything. The vision towards achieving this ambition was being worked on.

Members of the Council would need to be involved in this journey and provide leadership to help embed flexible and agile working.

The Committee asked a number of questions which were responded to as follows:

What arrangements would be in place to allow staff to work from home and would synergy working be available?

Staff would be able to work from any place, including libraries and coffee shops. The policies on working from home, including lone working, would be revised. In this context, data security would be particularly important. It was expected that no one would have their ‘own’ desk but the teams would be allocated an area. Other facilities, such as ‘interview rooms’, would also be required for some service areas.

On average, what percentage of time were desks currently occupied? Had the move to smarter working been costed? Was there room to be more aspirational?

The Corporate Director replied that whilst he did not have the figures to hand, it was in the region of 50% and desk space was available in the building. Currently, the Council’s available technology restricted how flexibly staff could work. The new technology, soon to be introduced, would start the journey of improving the ability to be flexible and the intention was to prepare staff for flexible working before the move to the new Civic Centre.

An adviser stated that in the 'Corporate World' many companies had moved to a fully agile workspace with very few desks and it was important to plan for this eventuality. Otherwise, money could be wasted. She added that a fully agile workspace further reduced costs. In response, the Corporate Director reported that the workspace design for the new Civic Centre would be as flexible as possible.

How would services users (particularly elderly residents) who were not IT literate access services, particularly as the number of older people in the borough was expected to increase?

The Corporate Director reported that the presentation slides concentrated on users who were members of staff. He acknowledged the need to define clients who were residents. However, the Councillor was making a pertinent point in relation to the ability of staff/customers (residents) to use new technology adequately. He added that the pilot for both Members and officers on the new devices, such as Microsoft Pros, would allow the Council to test how they worked before they were rolled out widely with training.

The Corporate Director added that conversations needed to take place with both Members and staff regarding future workspace design. He was aware that some subject areas could become emotive and a host of issues would need addressing, such as car parking, desk space, storage of 'special' chairs, provision of stand up desks.

DSE Assessments and Health and Safety issues would require consideration. Neighbourhood working provided increased output and remove isolation within teams. The inability to work remotely with an iPad needed to be recognised.

The Corporate Director reported that, after the new devices had been piloted, it was intended to roll them out from April to the end of summer 2020. The Wifi in the existing building would also be enhanced and officers were also trialling how best to connect the new devices when working remotely. It was also intended to replace desk telephones with 'soft' phones and revise the mobile ones. Windows 10/365, which would be the new operating system, had a range of functionality and would allow more flexible working.

The practicalities of working off site needed to be considered. What was the vision?

The Corporate Director noted that the whole 'Modernisation' transformation would support flexible working including looking at how staff would work and be managed in a flexible environment where they may not see their manager for days at a time. The Council was developing an internal communication strategy and the intention was to communicate and engage with staff better. He also referred to the Borough Plan, as a uniting vision, which was set out on the agenda as a separate item.

The Chair was of the view that Councillors were a perfect 'test bed' due to their working methods which required them to be mobile and flexible. He

recommended wrap around support in areas such as IT, in particular during weekends when Councillors would mostly catch up on the work from their constituents. He acknowledged that car parking would become an issue in the new Civic Centre as it might reduce accessibility.

The Corporate Director of Resources explained that four Councillors, two from each party, would be provided with the new technology as part of the trial. He expected the new devices to be easier to use and added that a further report would be submitted to the Committee in due course.

RESOLVED: That the presentation be received.

104. Draft Borough Plan 2020-2030 including the Draft Corporate Plan

The Committee received a report of the Chief Executive, which set out a draft Borough Plan for 2020-2030 for consultation and further development during 2020. The report incorporated the Council's Corporate Plan, which set out the Council's role in delivering the broader partnership agenda and the Corporate Priorities for 2020/21.

The Leader of the Council introduced the report and explained the need to look beyond the short term and that the Borough Plan provided a 10-year vision and set out the Council's direction of travel. There was a need to address the Climate Emergency by taking the borough on a journey to becoming net-zero carbon during the life of the Plan. Additionally, the Council intended to move to a new Civic Centre. The Leader added that funding streams for Councils had changed and Councils were now more reliant on the tax payer rather than on government grants. He explained that the report before the Committee included two elements: the Borough Plan and the Corporate Plan. The Director stated that the Document would remain a draft throughout 2020.

The Director of Strategy reported on the work undertaken prior to the drafting of the Borough Plan and the Corporate Priorities and explained how the Council and partners had arrived with the set of eight priorities, which included focus areas in which the borough needed to improve (five priorities) and those areas where strong foundations were being built to sustain and support the priorities (three priorities). The Leader explained that he would like to see the five priorities eventually joining up with the three priorities where the Council was doing well. The Director outlined the next steps and the need to take the Borough Plan/Corporate Plan and Priorities forward with partner and resident engagement at which point there would be an opportunity to change the priorities. At present, the Plan did not contain significant detail and a more detailed delivery plan would be submitted to Cabinet and also the Committee.

The Director of Strategy responded to questions relating to the report. The Director explained that the Corporate Plan was the Draft Borough Plan and that the Corporate Plan Delivery Plan would set out details of how the priorities would be delivered. The Corporate Plan Delivery Plan and the short term Delivery Plan would be the same document and would set out how to develop the short term delivery of the Borough Plan. He explained that the Council was embarking on a new journey and would be looking at a 10-year

vision with its partners. He explained that the Corporate Priorities were set out in the report and contained a narrative.

In response to a question about the need for the Corporate Plan to align with the Council's budget and whether the report to O&S, Cabinet and Council was compliant with the requirements set out in the Council's Constitution, he confirmed that it was. We would comply with the constitutional requirement by adopting a set of draft Corporate Priorities as, in effect, our Corporate Plan and Council would be asked to adopt those draft Corporate Priorities on 27 February 2020.

The Committee noted that the Borough Plan was ambitious. Members and Advisers sought assurances on the following:

- the terminology used in the report, particularly in reference to the elderly and tackling inequalities. The Director of Strategy agreed to amend the final wording. He added that the amount of money available (£30k) for engagement work would need to be targeted and that the Council would also draw on other engagement work it carried out to help inform the Borough Plan. The Director reported on the cost of the props that were used as part of the 'Let's Talk' consultation exercise which had been approximately £10k. One option the Council could consider would be to commission an external organisation to develop questions around the five priorities where improvements were required which was expected to cost up to £30k to ensure effective engagement;
- how the ambitions such as employment, health and poverty would be addressed. The Director reported that the Corporate Plan Delivery Plan would include such detail and would be reported to the Committee;
- health impacted on every aspect of the Council's work, including the ambitions set out in the report. Did the Council have a health policy? The Member had also observed that developers did not give any consideration to the provision of leisure facilities. The Leader reported that the Borough Plan relied on partnership working and the commitment received from partners would help address such issues;
- nature of support from partners, including the involvement of specific groups, and the criteria set for partners. The Director of Strategy reported that a number of meetings had been held with partners and a further meeting to discuss governance arrangements was scheduled to be held on 27 February 2020. The governance arrangements would set out accountability and a memorandum of understanding, including public accountability. The Director added that he had been enthused by these meetings and the commitment to the direction of travel set out in the Borough Plan. There was an appetite for doing something new and different to help shape the borough for the future. The Council would be looking to engage more broadly and it was intended to involve other groups such as primary/secondary schools and Westminster University. The Director explained that disability groups

would be represented through the voluntary sector such as Harrow Community Action;

- with such ambitions, what would success look like and how would it be measured. The Director of Strategy replied that the Draft Borough Plan would articulate such points clearly and make them tangible and the Council would work with residents to define success/achievements. The Director added that the Borough Plan set out ambitious priorities but there was also a need to manage expectations. Funding levels would become important and the reality would involve making choices and meeting the requirements set by residents;
- was the reference to maintaining low crime levels a measure against that of London or at the level it was now? Additionally, did the target of becoming zero-carbon factor in the use of electric vehicles. The Leader replied that it was important to maintain crime levels against that in London. He added that the use of electric vehicles was likely to be brought forward. The Council had signed up to the London Mayor's Strategy to help reduce the reliance on cars. The availability of funding would be an essential factor in becoming zero-carbon but the Council had put in some measures to help reduce car usage and increased the number of charging points for electric vehicles. Harrow had the highest dependency on cars and this impacted on the environment and tackling the quality of air was important, including the need to change behaviours;
- how would Crossrail help and what powers were available to the Council to attract new Universities. The Director of Strategy explained that the development of Crossrail would help demonstrate that 'Harrow was open for business'. However, recent government announcements had shown that the money for transport infrastructure may be directed towards other parts of the UK instead of London. With regard to Universities, it was important to develop relationships with local Universities first, for example with Westminster University;
- more emphasis was required on education as the achievement of such ambitious priorities would not be possible without children in education. It was important that policies were developed that worked for the long term instead of the short term and the issue of school places currently available at primary level was cited. The Director of Strategy reported that challenges for school places in secondary schools remained an issue although a previous issue at primary level was resolved at that time. There was a clear strategy from the government about how schools had to be developed and he accepted that the ambition of every child having a school place remained a challenge but was one that the Council had an excellent track record on ensuring;
- there were more children with special needs and the changes in the demographic for education needed to be reflected. The Director of Strategy agreed with this sentiment;

- how the role of procurement would be enhanced as indicated in the report. The Director of Strategy provided an example of how this could be taken forward. He explained that the Council could use its social value policy to provide leverage.

The Chair asked how Members of the Council, as representatives of residents, would be consulted and whether the various Committees of the Council would be consulted. The Director of Strategy stated that he would look at different ways of achieving this instead of using Committees as the form for Member consultation.

The Chair enquired if the focus on long term priorities would mean the loss of the short term priorities. In response, the Director of Strategy stated that the Delivery Plan would balance the long and short term priorities.

The Chair expressed concern that the large number of ambitions set out in the Borough Plan might not be deliverable and whether these could be narrowed down to provides focus. The Director of Strategy stated that any consultation and engagement would need to be authentic and it was helpful to have the views of scrutiny members. It was likely that the priorities might be eventually linked together. The Leader of the Council acknowledged that a couple of the priorities were highly ambitious but others were achievable. The Council had been successful in bids to help with its work towards addressing health and social care inequality and education attainment level. The Chair was of the view that focus was a key element and that too many priorities, whilst noble, would require concerted efforts across all staff within the Council to achieve.

The Vice-Chair was in agreement that the priorities ought to be reduced and was of the view that the setting of 'vivid' rather than general priorities would be achievable. In response, the Director of Strategy stated that specific measurable points will be set following consultation and he agreed that poor health could be linked with housing.

Another Member was of the view that all eight priorities were strong contenders but how confident was the Council that eight was the correct number. The priorities were ambitious but needs to be specific and he noted that a further report would provide such detail and a statement of intent would help provide a sense of direction. In response, the Leader of the Council stated that the eight priorities would feed into each other and they showed the breadth of the responsibilities of the Council. The Council needed to support its residents and businesses and the Borough Plan set out purpose, focus and ambition for the people of Harrow.

RESOLVED: That

- (1) the comments from the Committee on the Draft Borough Plan 2020-2030 including the Draft Corporate Plan be referred to Cabinet;
- (2) the Committee believed that there needed to be greater focus on a smaller number of priorities.

105. Dates of Future Meetings

RESOLVED: That the dates of future meetings listed below be noted:

Municipal Year 2019/20 (7.30 pm)

21 April 2020

Municipal Year 2020/21 (7.30 pm)

14 May 2020 (special)

2 June 2020

7 July 2020 (special)

15 September 2020

10 November 2020

12 January 2021 (special)

9 February 2021

20 April 2021

(Note: The meeting, having commenced at 7.00 pm, closed at 9.46 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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SCRUTINY SUB COMMITTEES

(Membership in order of political group nominations)

Labour

Conservative

(1) CALL-IN SUB-COMMITTEE (5)

(3)

(2)

(To be selected from the following nominees)

**I.
Members**

**Angella Murphy-Strachan (CH)
Natasha Proctor
Chloe Smith**

**Stephen Greek *
Norman Stevenson**

**II.
Reserve
Members**

**1. Jeff Anderson
2. James Lee
3. Pamela Fitzpatrick**

**1. Jean Lammiman
2. Lynda Seymour**

CH

= Chair

= Denotes Group Members for consultation on Administrative Matters**

(2) CALL-IN SUB-COMMITTEE (Education) (9)

(5)

(4)

Labour

Conservative

**I.
Members**

**Jeff Anderson (CH)
Niraj Dattani
Angella Murphy-Strachan
Chloe Smith
Sasi Suresh**

**Camilla Bath
Ramji Chauhan
Janet Mote *
Lynda Seymour**

**II.
Reserve
Members**

1. Pamela Fitzpatrick
2. Primesh Patel
3. Honey Jamie
4. Vacancy
5. Vacancy

1. Marilyn Ashton
2. Jean Lammiman
3. Mina Parmar
†4. Norman Stevenson
†5. Stephen Wright

Voting Co-opted Members:

(1) Two representatives of Voluntary Aided Sector
- Mr N Ransley/Reverend P Reece

(2) Two representatives of Parent Governors
- Ms M Trivedi (Primary)/Mr M Chandran (Secondary)

CH

= Chair

* = Denotes Group Members for consultation on Administrative Matters

†

[Note: The appointed number of Reserves for each Group is in excess of the Committee Procedure Rule 3.2 provision, by virtue of Resolution 17: Overview and Scrutiny Committee (18.7.06).]

(3) HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE (5)

(3)

(2)

Labour

Conservative

**I.
Members**

**Michael Borio
Natasha Proctor
Rekha Shah (CH)**

**Vina Mithani *
Dr Lesline Lewinson**

**II.
Reserve
Members**

**1. Niraj Dattani
2. Dan Anderson
3. Chloe Smth**

**1. Chetna Halai
2. Chris Mote**

(4) PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE (5)

(3)

Labour

(2)

Conservative

**I.
Members**

**Ghazanfar Ali
Honey Jamie
Kiran Ramchandani (CH)**

**Nitesh Hirani
Pritesh Patel ***

**II. Reserve
Members**

1. Dean Gilligan
2. Ajay Maru
3. David Perry

1. Ameet Jogia
2. Amir Moshenson

SCRUTINY LEAD MEMBERS 2020 – 2021

Lead Member	Councillor 2020/21
Community	Councillor Ghazanfar Ali Councillor Jean Lammiman
Health	Councillor Michael Borio Councillor Vina Mithani
People	Councillor Jerry Miles Councillor Janet Mote
Resources	Councillor Honey Jamie Councillor Kanti Rabadia

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REPORT FOR: CABINET

Date of Meeting:	21 May 2020
Subject:	The Council's Response to COVID 19
Key Decision:	Yes – Given the impact on the community and amounts of money involved
Responsible Officer:	Sean Harriss, Chief Executive
Portfolio Holder:	Councillor Graham Henson, Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Designated Critical Services Appendix 2 – Timetable of Meetings Appendix 3 – Protocol for Virtual Meetings Appendix 4 - Member Briefings (+ Appendices providing an update to the report of the Chief Executive - Appendix 4 - Updated Businesses & Open Spaces Management Plan, Appendix 5 - Household Waste & Recycling Centre)

Summary and Recommendations

As a result of the Government's response to the COVID 19 (Coronavirus)
--

crisis, the Council's usual governance arrangements were suspended. This was both to comply with Government and to allow officers to deal with the local consequences of the crisis.

The purpose of this report is to set out and seek ratification of the myriad decisions taken since the Council's last Cabinet meeting in March, and to advise Members of plans for Harrow's recovery.

Given the fast-changing nature of this crisis, a further update detailing the latest situation and advice will be circulated prior to the meeting.

Recommendations: That

1. the actions and decisions taken by officers, as set out in this report, to deal with the implications and impact of COVID 19 (Coronavirus) be agreed and ratified;
2. the scale and potential financial impact on the Councils Medium Term Financial Strategy (MTFS) be noted;
3. the initial plans for Harrow's restart and recovery be noted;
4. the Corporate Director of People Services, following consultation with the Portfolio Holders for Adult Social Care and Finance and Resources and the Director of Finance, be authorised to agree temporary additional funding to care providers for COVID 19 related costs for phase 2 (July to September) and phase 3 (October to December) if deemed necessary and that the combined costs of phases 2 and 3 must not exceed £1m;
5. the Chief Executive be authorised, following consultation with the Leader of the Council and relevant Portfolio Holder, to take any urgent decisions necessitated by the COVID 19 emergency;
6. we take this opportunity to acknowledge the sterling effort and work of all staff to date through the COVID 19 crisis, which will be formally recognised at a future date;
7. we request the Chief Executive to convey our sincere thanks to staff for the speed and flexibility in rising to the many challenges of dealing with the COVID19 crisis, going above and beyond to deliver services that were so desperately needed and welcomed by so many within our communities, coming together to achieve what many thought would be impossible, maintaining the essential services that our residents rely on, all of which has shown the true value of Local Government and why Harrow is a great place to be;
8. we take this opportunity to acknowledge that in delivering the Council response, much of this activity has been in partnership with other organisations including the NHS, Care providers, Local business, Faith Groups and the voluntary and community sector, which will be

formally recognised at a future date;

9. officers be instructed to submit further reports to update Cabinet, as appropriate.

Reason: (For recommendation)

Due to the COVID 19 crisis and to instructions and directions of the Government, it had not been possible for Members to meet and take decisions due to the 'lockdown' and the requirement to maintain social distancing. Officers have taken a number of operational decisions that Members are now asked to ratify.

In terms of temporary additional funding for care providers, as the costs of phase 2 and 3 are currently estimated, the proposed delegation will allow an extension up to £1m to ensure there is no delay in making any future payments to care providers.

Background

As a result of the COVID 19 (Coronavirus) crisis, the Government instituted 'lockdown' on Monday 23 March 2020. All Member level meetings including Cabinet were either postponed or cancelled and the Civic Centre was closed to all staff, with the exception of those delivering priority services and who were unable to work from home.

The Council implemented its emergency planning arrangements which included daily key Member briefings, a gold, silver and bronze command structure, and telephone briefings to staff.

This report sets out and seeks ratification of decisions taken since the start of the crisis, and sets out some initial thoughts for recovery in Harrow.

Strategic Context and Overview

The national and local response to the Covid-19 crisis has been unprecedented in peacetime. For the Council this has involved action across many spheres of activity both with regard to our community leadership role and as provider of universal and specialist services. In delivering this response much of this activity has been in partnership with other organisations including the NHS, Care providers, Local business and the voluntary and community sector.

The Council's response has been focussed on ensuring that the core objectives of reducing the spread of the virus while protecting the most vulnerable members of our community have been achieved. In doing this the efforts of Council staff across directorates in both frontline and support roles has been exemplary and has highlighted the vitally important role that council services and staff play in ensuring the effective functioning of civil society. The Cabinet and Members generally will wish to recognise the

impressive role that our staff have played in dealing with the crisis and beginning the plans for restarting services post lockdown and longer term recovery.

One key element of the impact of the Covid-19 emergency has been the current and anticipated impact on the Council's financial position and MTFS both for 2020/1 and the subsequent financial years. The report details a number of aspects of these pressures and the Government funding that has been made available to date. Given the size and scale of the potential impact on the Council's finances this will remain a key focus for the organisation going forward as without adequate short and medium term financial support from the Government the impact on the Council's ability to deliver services in an ongoing way will be severely compromised.

The purpose of this initial report to Cabinet has been to outline the Council response to date and to set out at a high level the potential priorities for the gradual exit from lockdown and for recovery. For future Cabinets in June and July the intention will be to bring forward a more detailed outline of the work undertaken across a multitude of services and those priorities for the recovery phase. Given the likely longevity of the "new normal" that will exist until 2021 at least, there will be a requirement to keep the Council's response and plans under constant review and this will form a key part of the work of the organisation and future reports to Cabinet.

Priority Services

In line with Government guidance, London Councils agreed to focus efforts and ensure the resilience of priority services (Appendix 1). Staff working in these services were allowed to travel for work and Harrow was required to provide daily updates on service and staffing levels and predictions about future resilience for each service area.

London Co-ordination

London Councils' response was co-ordinated through the City of London, and West London's through the London Borough of Brent. The aim of both arrangements was to ensure the resilience of priority services, deal with requests for mutual aid, and ensure consistency and co-ordination of responses.

Harrow Strategy

As the crisis developed, Harrow moved to ensure the resilience of its priority services to support vulnerable residents and to look after its staff. This response was influenced by concern about the impact of staff absences, the limitations of Harrow's IT system to allow staff to work remotely and its lean organisational capacity.

Managing the crisis, establishing the new services required by Government and ensuring priority service resilience absorbed considerable organisational capacity. Accordingly, non-priority activities or projects were halted or postponed and a 'Talent Hub' established to facilitate the voluntary

redeployment of staff into priority areas. Residents and Members were advised that responses to service queries and complaints might be delayed.

This strategy was successful and priority services were maintained, but at a cost of staff working long hours including over weekends and bank holidays and cancellation of annual leave.

Community Hub

The Government introduced more stringent lockdown arrangements for vulnerable residents, who required to be shielded. To support these residents, Harrow was required to set up a new service which became known as the Community Hub. Its role is to contact and support vulnerable Harrow residents, to include ensuring they have appropriate support in place, making arrangements for delivering food, essentials etc where necessary, social support and periodic checking. At present this service runs 7 days a week.

The Voluntary Sector has been a key element of the success of the Hub, providing food and meal deliveries, information, advice and support including specific bereavement support.

Support for the Voluntary Sector

The Council has also created an initial fund of £500k to support specific Covid-19 related need which can be best met through the Voluntary and Community Sector. This funding is set out in three strands:

1. £100k for emergency need, specifically to support food sourcing and delivery to vulnerable residents and those that are having to Shield through the Community Hub;
2. £315k for information, advice and other related support services such as befriending and counselling. This includes an initial allocation of £40k for bereavement support services; and
3. £85k for support for those charities whose business model and funding have been inextricably impacted by the Covid-19 pandemic.

Given the partnership that the Council has with the local Voluntary and Community Sector (VCS) through the Harrow Community Partnership, it agreed a devolved model of funding distribution through the VCS infrastructure organisations, where a panel made up of these organisations and Council officers agree the allocation of funding based on local VCS organisations submitting bids. All decisions and funding allocations are published on the Harrow Giving website, and the Council will receive and review monitoring information on all of this activity.

Temporary Additional Funding to Care Providers for COVID related costs

On Friday 15 May 2020, the Council is considering a 5% temporary additional payment to care providers as part of our financial support for COVID related expenses for the period 23 March to the end of June. This additional payment will be paid to the providers of the following types of care:

- Residential & Nursing
- Extra Care
- Supported Living
- Mental Health

The context for the development of the proposals for additional temporary funding is based on three papers:

*Government COVID Funding for Local Authorities
Government Procurement Policy Note 02/20
Local Government Association and Association of Directors of Adult
Social Services (ADASS) Temporary Funding for Adult Social Care
Providers During COVID 19 Crisis*

The purpose of the payment is to provide financial support to enable providers to continue their services, pay staff and suppliers, meet additional COVID related costs and contribute to their resilience to continue operation throughout the COVID period and the recovery.

The cost of the 5% temporary additional payment for the period 23 March to the end of June is estimated at £600K. Due to the immediacy of making payments to care providers, this decision is due for consideration by the Leader of the Council on 15 May 2020.

If there were to be a second or possible a third surge of infection, there may be a need for continuing or further temporary additional funding for providers. In this context, officers will consider additional temporary funding on a quarterly basis and develop funding levels accordingly. If the situation becomes more stable, in terms of availability of staff, PPE supplies, and support to providers for testing, it might be possible to adopt a sliding scale of financial support eg a reduction to 4% for additional funding for Phase 2 (July to end of September), and Phase 3 (October to end of December) temporary additional funding at 3%. This position will be monitored closely and reported accordingly. The estimated cost of this continued support is £430k for Phase 2 and £320k for Phase 3 and this report includes a recommendation to delegate responsibility for approving such proposals. As the costs of phase 2 and 3 are currently estimated the delegation will allow additional phase 2 and 3 support to the care provider market up to £1m to ensure there is no delay in making any future payments to support care providers through the pandemic.

1. Officers have already undertaken the following steps to support providers aligned with the Government's Covid Funding, ADASS framework, and the Government's Procurement's advice (PPN 02/20):
 - i. Accelerated payment terms for social care providers implemented. Payment of invoices brought forward from the Council's default 30 days to 14 days, some social care providers already on immediate payment terms.
 - ii. Payments to day care / home care providers are now paid on a scheduler basis (reducing the administrative burden of raising invoices) for planned care for the period 23/03/20 to 30/06/20

- (subject to review), regardless of whether the service user has cancelled the package or the provider has closed the service or provided an alternative. The cost of this is estimated at just under £500k.
- iii. Recipients of Direct Payments have been advised to continue paying their providers regardless of whether the service has been cancelled, ceased, or an alternative service is being provided. The cost of this is estimated at £150k.
 - iv. An enhanced Covid home care rate has been agreed for a 3 week period following hospital discharge.
 - v. Training on the use of PPE has been delivered and PPE has been provided as requested by providers. PPE has been provided, on request, to providers to make up shortfalls they are experiencing due to supply problems from their normal sources.
 - vi. There are weekly forums for care home, home care and Mental Health/Learning Disability providers to update on covid matters and representatives include Public Health, ASC (Adult Social Care) Officers, CCG (Clinical Commissioning Group) colleagues, including clinical staff.
 - vii. ASC officers work with providers to identify priority care homes to receive testing and the NWL (North West London) Enhance Home Care Support Package.
2. Items i-v have financial implications for the Council which can be calculated with more accuracy once the service delivery information has been submitted by providers. These are costs that are in addition to the proposals for temporary additional funding. Overall, the Council are spending additional funding in the region of 8-9%.

Purchase of PPE Equipment

There have been significant challenges of purchasing Personal Protective Equipment (PPE) equipment. To mitigate, the Council had an informal arrangement with the West London Alliance which has now been formalised through Ealing Council.

On 21 April 2020, Ealing's Portfolio Holder for Finance & Leisure formally agreed to delegate authority to Ealing's Section 151 Officer to enter into several single supplier multi-user framework contracts, using the negotiated procedure without prior notice under the emergency powers of the Public Contracts Regulations 2015, for the central procurement of PPE for all London Boroughs for a period of up to 12 months.

The first invoice for PPE delivered has just been received and totalled £415k. Going forward, the Council will be invoiced weekly. The PPE being procured is for both council services and care providers.

Purchase of Connected Performance System

With the advent of Covid-19, there was a need to be able to provide greater flexible working arrangements for all Council Services. Consequently a decision was taken to procure the Connected Performance system approach

from Price Waterhouse Coopers (PWC) to provide greater team transparency and connectivity in Adult Social Care and Housing for the period to 23 July.

The procurement of the system was undertaken compliantly through the application of regulation 32 of the Public Contract Regulations. The total cost of this purchase was £288,790.

Councillors

Since March 2020 the following arrangements have been put in place to ensure Councillors were informed of developments in Harrow and were able to feed in their and residents' concerns and questions about the Council's response to the crisis:

- Twice weekly update emailed to all Councillors
- Daily briefings to key members of the administration
- Weekly Cabinet briefings
- Twice weekly briefings of Leader and Deputy Leader of the Conservative Group
- 'Attendance' by Chief Executive at political group meetings
- Dedicated email address for urgent councillor and MP queries

As the nature of the crisis changes, and formal meetings are reintroduced, some of these arrangements are being varied

Adult social care

This service has been at the epicentre of the crisis but to date has maintained resilience and ensured that there has been no delay in hospital discharges into care. This has been achieved partly through the efforts of the staff team, and partly through forward purchasing of care places.

The service has been operating 7 days per week to ensure that support is offered to vulnerable citizens who may be at risk, as well as providing proactive support to care homes across the borough who have seen increased numbers of citizens becoming ill due to Covid 19.

The work done with the Clinical Commissioning Group [CCG] and other health providers has been exemplary in delivering joined up health and care services for our Harrow citizens. Of particular note has been the establishment of a testing Centre at Alexander Avenue; enabling key workers across the partnership to be tested locally, and to have access to transport provided by our special needs transport.

Whilst in-house services such as the Neighbourhood Resource Centres have been closed to the public during lockdown, an outreach offer to the most vulnerable citizens has been kept in place.

Rough Sleepers

Following a directive from the Government any people sleeping rough in Harrow have been placed in accommodation. Following information provided to the Enforcement Team, the Council has accommodated all the rough sleepers that are known in Harrow.

Schools

Harrow's schools were ordered to close to the general pupil population, but have remained open, even over the Easter holidays, for vulnerable children and the children of key workers. This offer has been taken up by increasing numbers of families over the period of the emergency.

The National Offer day on the 16th April was also delivered; despite the constraints of lockdown, to the credit of the staff working collaboratively across Directorates.

Children's Social care

Children's social care have maintained operations over 7 days per week during lockdown, and have kept in touch with children and their families on a risk basis, making use of virtual contact arrangements as permitted by Government Guidelines.

Children Looked After and Care leavers have been proactively supported by their carers and social workers; and court work has continued through a combination of live and virtual meetings to ensure that there are no delays in the key legal decisions for children waiting to have their future resolved.

Harrow Strategic Development Partnership (HSDP)

The procurement of the HSDP is to be paused. This was because of the:

- London move to delivering priority services only in light of the Covid-19.
- The need to divert resources from HSDP to assist in the emergency response.

Already significant resources were being drawn off to the emergency and it was clear that this position could only get worse. The ability to deliver an effective evaluation was at risk of being compromised.

Waste & Recycling

The Garden Waste service was suspended until 11 May, and the Household Waste and Recycling Centre (HWRC) closed to the public. Plans are in place to open the HWRC from 18 May 2020.

Parking Enforcement

As part of both focusing staff resources on priority tasks and recognising the impact of lockdown on residents, a revised temporary strategy for parking enforcement was adopted.

<https://www.harrow.gov.uk/coronavirus-covid-19/coronavirus-affecting-parking-permits?documentId=13149&categoryId=210288>

Social Distancing

The Government's direction that residents should only make essential journeys and maintain social distancing led to the closure of the household recycling centre and leisure centre in Wealdstone, playgrounds and car parks situated in or near Harrow's parks and open spaces.

With limited exceptions caused by gatherings during hot weather, parks have remained open, albeit patrolled by Harrow enforcement teams to encourage social distancing.

Fees & Charges

Given the economic impact of the lockdown, the scheme for fees and charges for Harrow services for 2020/21 approved by Council in February has not been implemented.

Adult Social Care charges were due to be implemented in April 2020, following a decision by Cabinet. Given the national public health crisis and the potential adverse impact to Harrow citizens, a decision was made to suspend the introduction of the charges and to review the situation in 3 months, with a view to a phased implementation of the charges in the Autumn.

Coronavirus Act 2020

On 25th March 2020 Parliament passed the Coronavirus Act:

<https://www.legislation.gov.uk/uksi/2020/392/made>

Amongst other things the Act:

- allowed council meetings and court hearings to be held virtually;
- removed the requirement to hold an Annual Council meeting – where one is not held all appointments made in May 2019 'roll over' until an annual meeting is held;
- provides that in the event that a councillor vacancy arises, no by election can be held until 6th May 2021 (to coincide with the postponed Greater London Authority (GLA elections);
- makes provision to speed up hospital discharges into care;
- allows registration of deaths by telephone; and
- allows ministers to close schools and other premises.

Test/Trace/Isolate

As Government lockdown restrictions are relaxed, it is understood that local authorities will have a role in the proposed tracing system to limit the spread of the virus. Members will be updated at the meeting as more detail emerges.

Recovery

As the Council's response to the crisis stabilised, its Corporate Board began planning for Restart between May – July and Recovery over the next 12-18 months.

The Restart phase will focus on reviewing projects and activities which have been paused, eg garden waste collection and the Harrow Strategic Development Partnership; the return of Members and staff to council buildings; and reopening services – eg libraries which have been closed.

The pace and detail of this will be determined by the lifting of the Government's restrictions, and Members will be updated at the meeting following emerging Government advice. It seems clear at this stage however that increased home working and virtual meetings will become the norm for many Harrow staff.

The Recovery exercise is more strategic and outward focussed, and will be framed both by Harrow's Borough Plan and its available financial resources. It will be influenced by the ongoing legacy of the crisis, but the opportunity will be taken to explore radical approaches to services facilitated by the evolving 'new normal'.

Issues for consideration include

- rough sleepers;
- support for the local economy;
- digitisation of services;
- the future of the community hub;
- health & social care integration;
- Health inequalities;
- climate change;
- Relationship with the Voluntary and Community Sector;
- Mental Health and Well Being; Civic life and community cohesion.

As plans are developed, stakeholders will be consulted as appropriate and further reports will be brought to Cabinet in due course.

Future Council Meetings

As part of the Council's recovery plan, and in order to re-establish visible local democracy, a timetable of meetings has been agreed with senior Members until the end of July 2020 (appendix 2). Initially these will be virtual only, but as Government restrictions allow, they may develop into hybrid meetings with

Members (and possibly the public) present both at the Civic Centre and online.

A protocol has been drafted to support the management of virtual meetings, which is at appendix 3 and will be revised as required. A key test of success will be the ability of the public to hear, see and where appropriate take part in these meetings.

In July consideration will be given to meetings in the Autumn, including the holding of the Annual Council.

Lessons Learnt

Harrow's Corporate Board is committed to capturing lessons learnt from the last few months when resources permit. It is proposed that feedback will be sought from stakeholders including Councillors, the Voluntary Sector, Partners, residents and staff in order to see not only what can be learnt from this unprecedented emergency but also to identify the many strengths that have been demonstrated.

Risk Management Implications

Risk included on Directorate risk register? No
Separate risk register in place? No

Three risks relating to COVID 19 were included on the Quarter 4 Corporate Risk Register, covering the impact of the pandemic on the delivery of core services, a risk relating to the delivery of services to vulnerable people specifically susceptible to the virus and a risk cover the financial impact on the Council, all of which were red rated.

Given the nature of the crisis, decisions needed to be made as a matter of urgency with risks being assessed on a daily basis by Chief Officers meeting via a gold, silver and bronze command structure with daily key Member briefings, weekly Cabinet briefings and a range of additional briefings with other Members.

Whilst it has not been possible to follow the Council's agreed decision making process the risk that decisions made by Chief Offices during this time would not be supported has been mitigated by these briefings to Members and by this report to ratify those decisions.

The on-going risks to the provision of services, to the financial impact on the Council as well as the risks associated with the recovery of Council operations post pandemic will be included in the Quarter 1 Corporate Risk Register.

Procurement Implications

The Government recognised that the Covid-19 crisis was so unique that it is not something that local authorities could have predicted. As a result the cabinet office procurement policy notes 01/20 gave clarity on regulation

32(2)(c) of the Public Contract Regulations being permissible to use in genuine Covid -19 related procurement where there was no time for advertisement and competition. Council officers in reacting to the urgency of the crisis have relied on the aforementioned regulation to respond expediently to the delivery of goods and services that would otherwise have gone through a competitive procurement process.

Similarly the Council has also reacted in a consistent way to the Procurement Policy Note 02/20 in ensuring that we support our supply chain through the crisis.

PPN 02/20 sets out information and guidance for public bodies (i.e. those required to comply with public procurement regulations) on the payment of contractors and suppliers at risk. The principle purpose is for contracting authorities to ensure that suppliers continue to be paid as appropriate during the period of disruption caused by COVID-19, so that they are in a position to resume normal contract delivery once the coronavirus outbreak is over. A key government objective is to avoid contractual disputes emerging and ensure contracting authorities continue to support their direct supply chain, enabling the supply chain to support 3rd tier suppliers involved in the ultimate supply and delivery of services. The Council considered its response to the PPN and immediately:

- Moved the Voluntary Sector and SME's in its supply chain onto immediate payment terms from the previous default of 14 days
- Moved all other providers in its supply chain onto 14 day payments terms from the previous default of 30 days
- Put procedures in place to consider, on a case by case basis, the extension of additional further tailored support to specific organisations.

The Procurement Policy Note has taken effect in early April and is to apply until 30 June 2020 at which point it will be reviewed.

Legal Implications

Clearly the COVID-19 emergency is an unprecedented crisis in our lifetime. Given the exceptional circumstances, officers had to take immediate action in relation to the Government's instructions in relation to lockdown and social distancing in order to safeguard the health of Harrow's residents and Council staff. For these reasons, it had not been possible to follow the Council's decision making processes.

This report sets out the both the executive and non-executive decisions taken in the immediate period after the Government announced lockdown. The report seeks ratification from Cabinet to those decisions in order to set out clearly and transparently the decisions that had been taken to date. Both the Administration and Opposition Group were informed of consulted with on the above decisions.

Financial Implications

Central Government have, at the time of writing this report, provided five sources of funding to support Councils as a result of the COVID 19 emergency. This section explains the funding sources and how the Council has deployed them:

1) Hardship Funding (£1.392m)

The Government announced a £500m Hardship Fund to deliver relief to council tax payers, primarily through Council Tax Support (CTS) and increased financial assistance. The Council's allocation is £1.392m and is allocated as follows:

- £1.250m non-discretionary support to working age recipients on CTS in 2020/21 through a reduction of £150 on CT bills
- £90k – discretionary support for Council Tax support via a Hardship Relief Fund where a tax payer experiences short term hardship
- £50k – discretionary support via a Local Welfare Scheme where there is an immediate cash need

2) Emergency Funding (£13.1m to date)

To date the Government have announced two tranches of emergency funding to support Councils with additional expenditure incurred and the loss of income as a result of the emergency.

In late March, Central Government announced a sum of £1.6 billion available nationally. London's share was £254m of which Harrow received £6.3m.

On 28 April, the Government announced a second national sum of £1.6 billion. London's share slightly reduced to £245m of which Harrow received and increased amount of £6.8m. Therefore to date the Council has received £13.1m.

On 15 April 2020 the Council were required to submit to Government the estimated impact of the emergency for 2020/21. Based on the best information to hand, the Council estimated the impact to be in the region of £35m, as summarised below:

- Estimated additional expenditure of £11.3m, the largest element being support to social care (circa £4m)
- Estimated loss of income of £23.7m, the largest elements being Council Tax and Business Rates (circa £14.7m)

The next submission to Government is due by 15 May. This second estimate of the financial impact on the Council is not expected to reduce below the original estimate of £35m.

In terms of additional expenditure incurred by the Council, one of the largest

elements is support to social care. To date three most significant items are detailed below, which have all been referenced earlier in this report:

- £500k support for the Voluntary Sector
- £600k to provide a 5% temporary additional payment to care providers as phase 1. A phase 2 and 3 could cost an estimated £750k
- £415k for the initial purchase of PPE for use by council services and care providers

3) Grants to Small Business

The Government has allocated £42.2m to the Council to implement its Grants to Small Businesses Scheme. All qualifying small business within the borough, dependent upon their rateable value, will be entitled to a grant of either £10k or £25k.

The allocation of £42.2m was based on an estimate by the Valuation Office that Harrow has 3,300 qualifying business premises. The Council estimate 2,800 premises will qualify and estimate approximately £30m will be paid out with the balance being returned to the Government after the post payment reconciliation process.

Harrow has the 2nd highest % of Small and Medium Enterprises (SMEs) and 4th highest % of micro businesses in London therefore this grant scheme impacts on circa 60% of the businesses in the Borough. For this reason, the Council has adopted a pan organisation approach across Revenues, Economic Development and Corporate Anti-Fraud. The Council is undertaking the required minimum checks as set out in the Government's Grant Funding Scheme guidance to ensure the right businesses are paid and the funding gets to the people who need it.

At the time of publishing this report, 1,248 grants have been paid totalling £21.125m (70%). All applications received (circa 2,700) have been processed and those suitable for payment, passed for payment. For all those non- straight forward applications where further information is required, the plan is to have all those qualifying for payment paid by the end of May.

4) Additional Discretionary Small Business Grant Scheme

On 1 May, the Government announced an additional discretionary grant scheme for small businesses up to 5% of the original scheme's allocation. Scheme details and individual allocations have not been announced at the time of writing this report but for Harrow it is likely to be between £1.5 to £2m. Consistent with the original scheme, these grants can only be paid to businesses that were trading on or before 11 March 2020. There will be some national criteria for the funds but there will be discretion to allow Local Authorities to exercise their local knowledge and discretion as it is recognised that economic need will vary across areas.

5) Business Rate Relief

The Government announced 100% rate relief for all shops, hospitality, leisure

and Children's nurseries. The rateable value threshold was removed and qualifying properties increased from 853 (£3m) to 2,481 (circa £21m). This relief is funded by Government via a S31 grant.

FEES & CHARGES

In January, Cabinet agreed the schedule of fees and charges for 2020/21. At the start of the emergency it was agreed to suspend the 2020/21 increases, unless an increase had already been actioned. The suspension will be reviewed at the end of June or earlier if deemed appropriate.

The loss of income associated with the increases, along with the loss of overall sales, fees and charges income is included in the estimated loss of income figure of £23.7m referenced earlier in this section.

SUMMARY

It is very clear that the Emergency Funding received to date of £13.1m will not cover the estimated financial impact to the Council of £35m. Council Officers and Members are linked into numerous lobbying forums to ensure the Government fully understands the financial impact of the emergency on Harrow Council, not only in the current year but over the three years of the Medium Term Financial Strategy (MTFS) as current events will carry legacy issues into future years.

Full Council approved the Medium Term Financial Strategy (2020/21 to 2022/23) in February 2020. The financial impact of the COVID 19 emergency is being considered alongside the published MTFS. This is a very important piece of work and it would not be prudent to make any assumptions about financial sustainability until the work is complete and there is further understanding on how the Government intend to fully compensate Local Government in 2020/21 and in future years.

Reports on the Council's outturn position for 2019/20 and the impact of the COVID emergency on the MTFS will be brought to Cabinet in July.

Council Priorities

The Council's priorities are set out below:-

- Improving the environment and addressing climate change
- Tackling poverty and inequality
- Building homes and infrastructure
- Addressing health and social care inequality
- Thriving economy

The decisions taken sought to support those most in need, protect services and support local businesses.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert Chief Financial Officer

Date: 13 May 2020

Name: Hugh Peart Monitoring Officer

Date: 13 May 2020

Name: Nimesh Mehta Head of Procurement

Date: 11 May 2020

Name: Sean Harriss Chief Executive

Date: 13 May 2020

Section 4 - Contact Details and Background Papers

Contact: Alison Atherton, Senior Professional Democratic Services email:alison.atherton@harrow.gov.uk tel:020 8424 1266

Background Papers: None

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Designated Critical Services

Adults

- Safeguarding
- Emergency Duty team
- Emergency Homecare responses
- Placements and discharges from hospital
- Care home placements
- Extra care supported housing

Children

- Safeguarding
- Emergency Duty team
- Placements and care packages
- Education provision (vulnerable children, key workers, free school meals)

Housing

- Housing Emergency repairs
- Critical Housing safety (fire safety, gas safety)
- Emergency Housing provision

Environment

- Highways management including obstructive vehicle removal
- Refuse collection
- Refuse disposal
- CCTV
- Emergency lighting (street lighting)
- Emergency licencing/enforcement and pest control

Bereavement

- Registration of births and deaths
- Coroners service
- Public mortuary body storage
- LA funded crematoria and burial grounds

Finance

- Revenues and benefits

Human Resources

- Payroll

- Emergency recruitment

Corporate

- Emergency planning and response
- Community Hub
- Coronavirus Hotline (7 days/week)
- Telephony for Housing Repairs, Benefits, Registrars, Adult Social Care
- Application processing for Planning, Concessionary Travel & FSM
- Careline, including Telecare
- Digital Services
- Business Support for Childrens' & Adults
- Scanning & Indexing services
- Public communications
- Health and safety
- Basic support services including IT
- Critical public health services including infectious disease control and expert advisory capacity
- Distribution of emergency financial aid

Planning

- Critical planning decisions

Calendar of Meetings

1 May 2020 - 31 May 2021

Including remote meeting arrangements due to COVID-19.

May 2020

CALENDAR 2020-21

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June 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 <i>Whit Monday</i>	2 OVERVIEW & SCRUTINY COMMITTEE 6.00 pm start VIRTUAL MEETING for public. Mbrs in C/C.	3	4	5	6
7	8 Corporate Parenting Panel - POSTPONED	9 HEALTH & WELLBEING BOARD - POSTPONED	10 <i>Trading Standards Joint Advisory Board - CANCELLED</i>	11 Conservative Group Meeting <i>Corpus Christi</i>	12	13
14	15 Labour Group Meeting	16 <i>6.30 pm Cabinet Briefing - CANCELLED</i> <i>6.30 pm Planning Briefing - VIRTUAL MEETING</i>	17 PLANNING COMMITTEE 6.00 pm start VIRTUAL MEETING for public. Mbrs in C/C.	18 CABINET 6.00 pm start VIRTUAL MEETING for public. Mbrs in C/C.	19	20
21	22 <i>7.00 pm Member Training - CANCELLED</i>	23	24 Health & Social Care Scrutiny Sub-Committee - POSTPONED	25 PENSION FUND COMMITTEE - POSTPONED SACRE - VIRTUAL MEETING	26 <i>West London Waste Authority - Audit Committee</i> <i>West London Waste Authority</i>	27
28	29 <i>St Peter & St Paul's Day</i>	30 <i>LGA General Assembly (30 June - 2 July)</i>				

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July 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2 PENSION BOARD - POSTPONED	3	4
				Conservative Group Meeting		
5	6	7	8	9	10	11
	Labour Group Meeting	OVERVIEW & SCRUTINY COMMITTEE (Special – Committee Procedure Rules 43 & 44) 6.00 pm start OPEN & VIRTUAL MEETING in C/C. Social distancing required.	Major Developments Panel 6.00 pm start OPEN & VIRTUAL MEETING in C/C. Social distancing required.	CABINET 6.00 pm start OPEN MEETING in C/C. Social distancing required.		
12	13	14	15	16	17	18
	Group Meetings	GOVERNANCE, AUDIT, RISK MANAGEMENT & STANDARDS COMMITTEE - POSTPONED	Traffic & Road Safety Advisory Panel - POSTPONED	COUNCIL 6.00 pm start OPEN MEETING in C/C. Social distancing required.		
19	20	21	22	23	24	25
	<i>6.30 pm Planning Briefing – VIRTUAL MEETING</i>	<i>School Term ends</i>	PLANNING COMMITTEE 6.00 pm start OPEN MEETING in C/C. Social distancing required.			
26	27	28	29	30	31	
	Performance & Finance Scrutiny Sub-Committee - POSTPONED	HEALTH & WELLBEING BOARD 12.00 pm start OPEN MEETING. Social distancing required.	<i>7.00 pm Member Training – CANCELLED</i>	<i>Tisha B'av</i>	<i>Eid-al-Adha</i>	

June 2020						
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August 2020

CALENDAR 2020-21

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9	10	11	12 <i>Krishna Janmashtami</i>	13 PORTFOLIO HOLDER DECISION MEETING (PROVISIONAL) (for any Urgent Key Decisions)	14	15 <i>VJ Day</i> <i>Jain Paryushan Parva (15-22 Aug)</i> <i>Assumption</i>																																																																																																	
16	17	18	19	20 <i>Al-Hijra/ Muharram</i>	21	22 <i>Jain Samsatvari</i>																																																																																																	
23	24	25	26	27	28	29 <i>Ashura</i>																																																																																																	
30	31 <i>Public Holiday</i>	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th colspan="7">July 2020</th> </tr> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> <td style="text-align: center;">11</td> </tr> <tr> <td style="text-align: center;">12</td> <td style="text-align: center;">13</td> <td style="text-align: center;">14</td> <td style="text-align: center;">15</td> <td style="text-align: center;">16</td> <td style="text-align: center;">17</td> <td style="text-align: center;">18</td> </tr> <tr> <td style="text-align: center;">19</td> <td style="text-align: center;">20</td> <td style="text-align: center;">21</td> <td style="text-align: center;">22</td> <td style="text-align: center;">23</td> <td style="text-align: center;">24</td> <td style="text-align: center;">25</td> </tr> <tr> <td style="text-align: center;">26</td> <td style="text-align: center;">27</td> <td style="text-align: center;">28</td> <td style="text-align: center;">29</td> <td style="text-align: center;">30</td> <td style="text-align: center;">31</td> <td></td> </tr> </tbody> </table>		July 2020							S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th colspan="7">September 2020</th> </tr> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> <td style="text-align: center;">11</td> <td style="text-align: center;">12</td> </tr> <tr> <td style="text-align: center;">13</td> <td style="text-align: center;">14</td> <td style="text-align: center;">15</td> <td style="text-align: center;">16</td> <td style="text-align: center;">17</td> <td style="text-align: center;">18</td> <td style="text-align: center;">19</td> </tr> <tr> <td style="text-align: center;">20</td> <td style="text-align: center;">21</td> <td style="text-align: center;">22</td> <td style="text-align: center;">23</td> <td style="text-align: center;">24</td> <td style="text-align: center;">25</td> <td style="text-align: center;">26</td> </tr> <tr> <td style="text-align: center;">27</td> <td style="text-align: center;">28</td> <td style="text-align: center;">29</td> <td style="text-align: center;">30</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		September 2020							S	M	T	W	T	F	S			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
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September 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 <i>6.30 pm Planning Briefing</i>	2 PLANNING COMMITTEE <i>School Term starts</i>	3 Conservative Group Meeting	4	5
6	7 Labour Group Meeting	8 GOVERNANCE, AUDIT, RISK MANAGEMENT & STANDARDS COMMITTEE	9 PENSION FUND COMMITTEE	10 CABINET	11	12
13	14 <i>7.00 pm Member Training</i>	15 OVERVIEW & SCRUTINY COMMITTEE <i>Battle of Britain Day</i>	16	17 PENSION BOARD	18 <i>Eve of Rosh Hashanah</i>	19 <i>Rosh Hashanah – First Day</i>
20 Note: Labour Party Annual Conference 20- 23 September <i>Rosh Hashanah – Second Day</i>	21 <i>6.30 pm Planning Briefing</i>	22 HEALTH & WELLBEING BOARD	23 PLANNING COMMITTEE	24 <i>Harrow's Heroes</i>	25 <i>West London Waste Authority</i>	26
27 Note: Conservative Party Annual Conference 27 – 30 September <i>Eve of Yom Kippur</i>	28 <i>Yom Kippur</i>	29 SACRE	30			

August 2020						
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October 2020						
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October 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
				Conservative Group Meeting	<i>Eve of Sukkot</i>	<i>Sukkot – First Day</i>
4	5	6	7	8	9	10
<i>Sukkot – Second Day</i>	Labour Group Meeting		Corporate Parenting Panel	CABINET	<i>Sukkot – Last Day</i>	
11	12	13	14	15	16	17
	<i>6.30 pm Planning Briefing</i>	Traffic & Road Safety Advisory Panel	PLANNING COMMITTEE			<i>Navratri (17th -25th)</i>
18	19	20	21	22	23	24
	<i>7.00 pm Member Training</i>		<i>Trading Standards Joint Advisory Board</i>			
25	26	27	28	29	30	31
				Conservative Group Meeting		
				<i>Milad Un Nabi</i>		
<i>Half Term</i>						<i>All Hallow's Eve</i>

September 2020						
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November 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 <i>All Saints' Day</i>	2 Labour Group Meeting	3 Major Developments Panel	4 Employees' Consultative Forum	5 CABINET	6	7
8 <i>Remembrance Day</i>	9 <i>7.00 pm Member Training</i>	10 OVERVIEW & SCRUTINY COMMITTEE	11 <i>Armistice Day</i>	12 <i>Diwali (12-16 Nov)</i>	13 <i>Diwali (12-16 Nov)</i>	14 <i>Diwali (12-16 Nov)</i>
15 <i>Diwali (12-16 Nov)</i>	16 <i>Diwali (12-16 Nov)</i>	17 <i>6.30 pm Planning Briefing</i>	18 PLANNING COMMITTEE	19 Health & Social Care Scrutiny Sub-Committee	20	21
22	23 Group Meetings	24 HEALTH & WELLBEING BOARD	25 PENSION FUND COMMITTEE	26 COUNCIL	27	28
29 <i>Advent Sunday</i>	30 Group Meetings <i>St Andrew's Day</i>					

October 2020						
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December 2020						
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December 2020

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 GOVERNANCE, AUDIT, RISK MANAGEMENT & STANDARDS COMMITTEE	2 PENSION BOARD	3 CABINET	4 <i>West London Waste Authority</i>	5
6	7 <i>6.30 pm Planning Briefing</i>	8	9 PLANNING COMMITTEE	10 SACRE <i>Eve of Hanukkah</i>	11 <i>Hanukkah – First Day</i>	12
13	14 Performance & Finance Scrutiny Sub-Committee	15	16	17	18 <i>School Term ends Hanukkah – Last Day</i>	19
20	21	22	23	24	25 <i>Christmas Day Public Holiday</i>	26 <i>Boxing Day</i>
27	28 <i>Public Holiday</i>	29	30	31		

November 2020						
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January 2021						
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January 2021

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 <i>New Year's Day Public Holiday</i>	2
3	4 <i>School Term starts</i>	5	6	7	8	9
10	11 <i>7.00 pm Member Training</i>	12 OVERVIEW & SCRUTINY COMMITTEE (Special – Committee Procedure Rules 43 & 44)	13 Employees' Consultative Forum	14 Conservative Group Meeting	15 <i>Tamil Thai Pongal</i>	16
17	18 Labour Group Meeting	19 HEALTH & WELLBEING BOARD <i>6.30 pm Planning Briefing</i>	20 PLANNING COMMITTEE	21 CABINET	22	23
24	25 Harrow Business Consultative Panel	26 GOVERNANCE, AUDIT, RISK MANAGEMENT & STANDARDS COMMITTEE	27 <i>Holocaust Memorial Day</i>	28 <i>Tu B'Shevat</i>	29	30
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December 2020						
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February 2021						
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February 2021

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2 Corporate Parenting Panel	3 Major Developments Panel	4 Conservative Group Meeting	5	6
7	8 Labour Group Meeting	9 OVERVIEW & SCRUTINY COMMITTEE	10	11 CABINET	12 Chinese New Year	13
14	15 <i>6.30 pm Planning Briefing</i>	16	17 PLANNING COMMITTEE	18 Conservative Group Meeting	19	20
<i>Half Term</i>						
21	22 Labour Group Meeting	23 Health & Social Care Scrutiny Sub-Committee	24 <i>7.00 pm Member Training</i>	25 COUNCIL	26 <i>Purim</i>	27
28						

January 2021						
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March 2021						
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March 2021

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 <i>St David's Day</i>	2 Traffic & Road Safety Advisory Panel	3 <i>Trading Standards Joint Advisory Board</i>	4 PENSION BOARD	5	6
7	8 <i>7.00 pm Member Training</i>	9 SACRE	10	11 <i>Maha Shivaratri</i> Conservative Group Meeting	12	13
14	15 Labour Group Meeting	16 <i>6.30 pm Planning Briefing</i>	17 PLANNING COMMITTEE <i>St Patrick's Day</i>	18 CABINET	19	20
21	22 Performance & Finance Scrutiny Sub-Committee	23 HEALTH & WELLBEING BOARD	24 PENSION FUND COMMITTEE	25 Corporate Parenting Panel	26	27 <i>Eve of Passover</i>
28 <i>Palm Sunday</i> <i>Passover – First Day</i>	29 <i>Holi</i> <i>Passover – Second Day</i>	30 <i>Passover – Third Day</i>	31 <i>School term ends</i>			

February 2021						
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April 2021

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2 <i>Eve of Seventh Day of Passover</i> <i>Good Friday Public Holiday</i>	3 <i>Passover – Seventh Day</i>
4 <i>Passover – Eighth Day</i>	5 <i>Easter Monday Public Holiday</i>	6	7	8 <i>Maundy Thursday</i> Group Meetings	9	10
11	12 <i>6.30 pm Planning Briefing</i> <i>Eve of Ramadan</i>	13 <i>Vaisakhi</i> <i>Ramadan</i>	14 PLANNING COMMITTEE	15 CABINET	16	17
18	19 <i>School Term starts</i>	20 OVERVIEW & SCRUTINY COMMITTEE	21 <i>Rama Navami</i>	22	23 <i>St George's Day</i>	24
25 <i>Mahavir Jayanti</i>	26 <i>7.00 pm Member Training</i>	27 GOVERNANCE, AUDIT, RISK MANAGEMENT & STANDARDS COMMITTEE	28	29	30	

March 2021						
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May 2021

CALENDAR 2020-21

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3 <i>Public Holiday</i>	4 Group Meetings	5	6	7	8 <i>VE Day</i>
9	10	11	12 ANNUAL COUNCIL LICENSING & GENERAL PURPOSES COMMITTEE (SPECIAL) OVERVIEW & SCRUTINY COMMITTEE (SPECIAL)	13 <i>Eid-al-Fitr</i> <i>Ascension Day</i>	14	15
16 <i>Eve of Shavuot</i>	17 Group Meetings <i>Shavuot – First Day</i>	18 <i>6.30 pm Planning Briefing</i> <i>Shavuot – Second Day</i>	19 PLANNING COMMITTEE	20 CABINET	21	22
23 <i>Pentecost</i>	24	25	26	27	28	29
30	31 <i>Public Holiday</i> <i>Half Term</i>					

April 2021						
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Protocol for Holding Virtual Meetings



Version 1

May 2020

1. Introduction

- 1.1. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (“the Regulations”) have enacted provisions which provide flexibility to the Council in the manner in which they may hold meetings.
- 1.2. The Regulations, which took effect as of 4 April 2020 and apply until 7 May 2021, enable Councils to hold meetings which Members may attend remotely.
- 1.3. The following protocol has been set up in order to provide assistance to Members and Officers in the organisation and conduct of virtual committee meetings at Harrow Council held via Microsoft Teams (MS Teams). The principle aim of this document is to facilitate as many of the constitutional rules and procedures as possible, whilst recognising the limitations that virtual meetings present.

2. Commonly used terms:

- 2.1. **Clerk** – a member of the Democratic Services Team, who will ensure the set-up of the meeting, the sending of invites and technical control of the meeting. The Clerk may be assisted by another support officer or member of IT team if required at the meeting.
- 2.2. **Chair** – an elected member who plays a key role in the conduct of a meeting and steers the discussion.
- 2.3. **Participants** – everyone directly involved in a meeting (eg Clerk, Members and presenting Officers)
- 2.4. **Viewers** – anyone indirectly involved in the discussion, i.e the public or councillors who are not Members of a committee or other observing Officers
- 2.5. **Place of meeting** - where a meeting is held or will be held. This may include an electronic, digital or virtual location such as internet location, web address or conference call number
- 2.6. **Open to the public** - a meeting will be considered “open to the public” if it includes access through remote means including audio, video conferencing, live webcast, live interactive streaming and where a meeting is accessible to the public through such remote means so as to allow them to observe the proceedings.

- 2.7. **Lobby** – a virtual waiting area in which external participants are placed before the start of a meeting.

3. Technical overview

- 3.1. MS Teams is virtual meetings software, allowing two or more participants to interact remotely between themselves or in front of the wider public.
- 3.2. MS Teams requires a laptop, computer, tablet or a smart phone with microphone (built in or headset) and camera as well as a reliable internet connection.
- 3.3. The protocol assumes that participants already have MS Teams installed on their devices. If not, a free version can be downloaded from the MS [Teams Downloads](#) or as a smart phone app. For instructions on getting started, please refer to Appendix 1.
- 3.4. MS Teams works on the following platforms:
 - 3.4.1. For PC/Laptops – Windows 8.1 and later; MacOS 10.10 or later
 - 3.4.2. For mobile devices – Android 4.4 or later; iOS 10 or later
 - 3.4.3. For web browsers – Chrome, Edge RS2 or later; Firefox; IE 11; Safari

4. Notice of meetings and provision of agendas

- 4.1. The Clerk will produce an agenda in the usual manner, in line with the agreed deadlines and notice periods.
- 4.2. All agenda papers (except for exempt/confidential items) will be available electronically on the Modern.gov app and Harrow Council website.
- 4.3. A note will be added to the agenda front sheet for each meeting advising the public that the meeting will be held virtually and providing a link to access the meeting.
- 4.4. The Clerk or another Officer acting as an organiser, will be responsible for setting up the virtual meeting and sending out invites via Outlook.
- 4.5. The calendar invites will contain a link to join a meeting as well as dial-in instructions. Members must keep invitation links safe and avoid forwarding to third parties unless necessary.
- 4.6. Members (and Officers) are advised to copy and paste the link and dial-in details set out in the calendar invite to a word document or as an email to themselves so they can be accessed in case of any technical issues on the day.

5. Attendance of virtual meetings by Members of a Committee:

- 5.1. Virtual meetings are joined by going to Outlook Calendar, opening the meeting invite and clicking the “join meeting” link – this will automatically re-direct Members to the Teams application.
- 5.2. Members must endeavour to join virtual meetings promptly at least 10min before the scheduled start. Any external participants (Members of the public or other councillors, not Members of the committee), will be placed in a virtual lobby and will be admitted to the meeting by the Clerk/organiser when the meeting is ready to start.
- 5.3. Members must ensure they maintain a video link for the duration of the meeting.
- 5.4. Members must ensure their microphones are muted when not speaking in order to reduce background noise.
- 5.5. Members are advised to sit in a quiet room, preferably with a plain background. If this is not possible, they should set a virtual background by clicking on “more options” (the three dots in the middle of the screen) and selecting “show background effects” from the list. Please note this is only available once the meeting has started. More guidance on how to change background can be found [here](#).
- 5.6. If it is not possible to attend a meeting using the videoconferencing facilities, Members must attend by audio link (dial-in details will be included in the calendar invite). If using this option, Members must inform the Clerk in advance of the meeting of the number they will be calling from so they can be identified at the meeting.
- 5.7. Members must ensure they have the relevant meeting papers open and ready to use before the start of the meeting. This can be done via the Modern.gov app or via the Council website. Where possible/practical, the use of a second or split screen is also recommended.
- 5.8. Members must conduct themselves in a professional manner throughout the meeting, as they would do at a face to face meeting. Further advice on virtual meeting etiquette is referred to in Appendix 1.

6. Attendance of virtual meetings by Members of the public and the press

- 6.1. The importance of enabling Members of the public to view and participate in virtual meetings would need to be balanced against the logistical and

technical constraints in allowing them to do so. Unless a meeting is dealing with exempt or confidential items, meetings will be open to the public so that they may listen and watch but not participate (except for when they are making a deputation or have requested to speak and this has been agreed in advance).

- 6.2. Members of the public and the press shall be able to attend the meeting by accessing the Council's webcasting or live audio facility. Instructions on how to access these will be given with the public notice of the meeting.
- 6.3. Any member of the public wishing to participate in a meeting (e.g as an objector at a Planning Committee meeting) shall do so by prior arrangement in line with the Council protocol for public speaking by accessing the video conferencing or other facilities provided by the Council. If joining via an audio link, the member of the public must inform the Clerk of the number they will be calling from in advance of the meeting in order to be identified.
- 6.4. If it is not possible for the member of the public to participate in a virtual meeting, then they should be given the option to submit a written copy of their statement to the Clerk in advance of the meeting. The statement would be read out by the committee Clerk or Chair on behalf of that individual at the meeting.
- 6.5. Should deputations/requests to speak be agreed, Members of the public will be invited by the Clerk to join the meeting remotely for the purpose of delivering their statement.
- 6.6. On the day of the meeting, the member of the public must click on the link /enter the dial-in details at least 10 min before the meeting and wait until it is their turn to speak. They will be able to listen to the proceedings but their microphone will be muted until it is their turn to speak.
- 6.7. The usual rules about the permissible duration of speaking will apply. The member of the public will be informed from the outset of the time allowed and the Clerk/Chair will keep track of time, advising the speaker when their time is almost up (usually when 30 seconds or less remaining
- 6.8. Having spoken for the allocated time they will be informed by the Chair that their time has expired and thereafter muted and will be removed as a participant from the meeting.

- 6.9. In case of disruptive behaviour, the Chair would be entitled to ask the Clerk or another support officer to mute or remove a participant from the meeting.

7. Conduct of a virtual meeting:

7.1. Opening the meeting

- 7.1.1. At the scheduled time, the Chair would open the meeting and welcome everyone present.
- 7.1.2. It is suggested that the Chair uses a script, similar to the Chair's notes produced for normal committee meetings, which could include a brief statement on the conduct of the meeting and any privacy implications (e.g. which organisation is hosting the meeting; purpose of meeting; overview of what personal data is permitted to be discussed (in general terms) and/or confidential information; who the information from the meeting can be shared with; awareness of surroundings – e.g. others in household or location).
- 7.1.3. The Chair must clarify if the meeting is streamed live (via Live Events or any other acceptable means) before any discussion takes place.
- 7.1.4. In case of technical issues or for the purposes of any internal meetings or member trainings, the committee can also decide to utilise the "record a meeting" option. If agreed to do so, the Clerk will select the appropriate option and start the recording. This option must be used only with the explicit agreement of all participants before any discussion takes place.

7.2. Introductions and apologies for absence

- 7.2.1. The Chair must ask Members and Presenting Officers to introduce themselves, clearly stating their title, name and ward (for Members) and/or name and job role (for Officers).
- 7.2.2. Sufficient pause must be allowed in between introductions to allow the Clerk to record attendance and any apologies for absence.

7.3. Declarations of interest

- 7.3.1. The Chair must follow the usual procedures and ask each member to declare any interests from the outset of the meeting.

- 7.3.2. Any Member, who declares a pecuniary interest which would normally require them to leave the room, must leave the virtual meeting for the duration of the discussion and would not be able to participate in the meeting. Depending on the order in which items are heard, the Member would be re-admitted to the meeting by the Clerk.

7.4. Minutes of the meeting

- 7.4.1. The Chair will ask each Member to state whether or not they agree with the minutes.

7.5. Discussion of reports/main agenda

- 7.5.1. The Chair will invite Officers to present reports through the usual process.
- 7.5.2. If referring to specific section in a document, Members and Officers must clearly state the page and/or paragraph number and pause for a few seconds to allow everyone to find the relevant section.
- 7.5.3. Circulation of supplementary documents, not already in the agenda or addendum, is not advisable at virtual meetings. All documents must be submitted to the Clerk before the meeting in order for them to be made available to all participants (particularly in relation to decisions of a regulatory nature such as planning or licensing).
- 7.5.4. Visual content such as presentations, maps or images (particularly relevant for Planning and Licensing meetings) must be shared with other participants using the “Share Screen” function at the bottom of the screen (the function is only available when using a laptop/PC and depending on the internet connection may slow the user’s device). Alternatively, a copy can be shared with the Clerk/organiser who will be asked to display the slides when directed by the Chair/officer.
- 7.5.5. Once the report has been introduced, the Chair will open the discussion by asking if anyone wishes to speak/raise any questions.
- 7.5.6. Members must indicate their wish to speak by raising their hand or sending a message using the Meeting chat function and wait until invited by the Chair. The Meeting chat must only be used for committee related questions/comments. Any messages posted on

the Meeting chat will be visible to all participants present at the virtual meetings.

7.5.7. Members must keep their questions clear and concise, avoiding unnecessary repetition.

7.5.8. The Chair must check with each Member if they have any further points to raise before completing the discussion on a given item and moving to the next.

7.6. **Voting**

7.6.1. Unless a recorded vote is called for, the method of voting will be at the discretion of the Chair but will be in one of the following methods:

- by a show of hands
- by the Chair calling out the name of each Member present asking them to state whether they are “for”, “against” or “abstain”.

7.7. **Exclusion of the press and public**

7.7.1. If the agenda of a meeting includes any private or exempt items, then a separate private virtual meeting must be set up by the Clerk and invitations sent only to the required participants.

7.7.2. Before any discussion takes place, each participant at the private session must ensure and verbally declare that there are no other persons present who are not entitled to be hearing/seeing the consideration of any private or confidential items, nor are recording the proceedings.

7.8. **Closing the meeting**

7.8.1. The Chair will close the meeting in the usual way.

7.8.2. The Clerk will record the end time of the meeting and stop the webcasting.

8. **Technical issues and disruptions**

8.1. Several options are available to the Chair should any aspect of the conference call link fail:

8.1.1. If a Member (or an Officer) experiences a technical problem and disconnects from the virtual meeting, the Chair must call for a short adjournment (up to 15min) to determine whether the link

can be re-established. If it is possible to re-establish a connection either through a video or audio link within that period and the meeting is quorate then the meeting will continue from the point at which it was adjourned.

- 8.1.2. If the connection with the disconnected Member (or Officer) cannot be restored within a reasonable time but the meeting is quorate, then the committee can agree to proceed without the Member who was disconnected and they will not be able to vote on the matter under discussion.
- 8.1.3. If it is not possible to continue discussion on the item without the presence of the disconnected Member/Officer, the Chair should consider moving to the next item and reverting back to the former if the officer/member returns.
- 8.1.4. Should all of the above fail, the meeting is inquorate, the technical difficulties continue and/or the meeting is no longer inaccessible to members of the public then the Chair must abandon the meeting and arrange for it to be reconvened at another date and time.

8.2. Disruptions

- 8.2.1. The Chair/Clerk can mute participants, including voting Members, should they consider their behaviour to be inappropriate or disruptive.
- 8.2.2. Should either a Member or a participant become disruptive, the Chair will warn them and should that warning not result in a change of behaviour they will be entitled to terminate that person's participation in the meeting.

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From: Charlie Stewart
Sent: 13 March 2020 18:07
Subject: Update on Coronavirus

Dear Councillors

Hopefully, you will have heard that officers are working hard to ensure critical services can be maintained during the likely worst effects of Coronavirus. A Coronavirus Response Group of senior officers has been set up to steer the review of our business continuity plans and ensure the Council is ready. We have different groups looking at 5 specific aspects:

- Business continuity of critical services
- Looking after our vulnerable residents who are most susceptible to Coronavirus.
- Support to residents who may face severe hardship by the possible financial shocks (ie loss of wage) caused by Coronavirus.
- Welfare of our staff
- Communications

The Chief Executive has declared to all officers that this preparation work is to be our highest priority. You will appreciate that it is taking up a lot of many officers' time (and causing lots of late-night working ...).

I have outlined below some of the work that officers are currently undertaking. Councillors can help by:

- Being understanding about officer responsiveness to non-urgent casework, about the cancellation of meetings, and about the postponement of previously planned activity
- Being understanding that the situation changes every day. So information given out one day, may have changed by the next.
- Communicating with residents and community groups in their wards to reinforce Government Advice (see below)
- Sharing any practical ideas for what the Council can further do by contacting the Communications Team (communications@harrow.gov.uk)
- But please be understanding if officers don't have time to get back with a full response to your ideas and suggestions.

Planning

So far we have completed our planning to ensure we can maintain our most critical services (life and limb) when 35% of staff are off for 2 weeks. This was the first, most likely scenario proposed by our Director of Public Health. We are now extending that planning, noting the latest situation, for 50% of staff off ill or working if possible at home. We aim to complete this planning by early next week. We will then look at a longer term scenario (probably 20% of staff off over 2 or 3 months).

By planning to focus our services on critical support and moving staff between teams, we believe we will be able to maintain critical services. However, we have challenges especially around our 'old' technology.

We have also agreed with our Unions a set of temporary policies which will ensure our staff are not disadvantaged if they need to self-isolate or are taken ill with the virus.

You will also see regular and varied posters and communications going out to staff to keep them informed, and we have increased our cleaning regimes in buildings to combat the virus.

But the best communication you can share is:

Wash Your Hands!

You will hopefully have seen the latest advice from Public Health England, following the government's decision yesterday to move to the Delay phase. The aim of this move is to slow the spread of coronavirus and to protect and care for the people who are most at risk due to existing health conditions.

The new advice from PHE is for anyone showing the most common symptoms of coronavirus – a new continuous cough and/or a high temperature – to self-isolate for 7 days as soon as the symptoms start. People do not need to call NHS 111 to go into self-isolation. Due to the expected spread of the virus, people with a mild infection who are self-isolating at home will not be tested. After 7 days most people are unlikely to transmit the virus.

Following this advice, we expect the number of people not in work to rise quickly. Next week we will be planning for, and putting in, various emergency measures to ensure that we can respond rapidly should such a situation arise.

Community

As Coronavirus is a health issue, it is critical that the response is NHS-led. We are therefore supporting their messages into the community. Additionally, we are looking at ways of getting key messages out to hard-to-reach groups, including translating the messages into community languages.

If any Councillors feel there are any community groups on whom we should focus, in order to support greater understanding in the community, please would you let Alex Dewsnap know.

Schools

After an initial flurry of activity and a great deal of support, Harrow schools are now generally quiet. There is an indication of a fall-off in attendance, and we are continuing to provide clear advice on how to manage through this difficult time. We have also supported a lot of sharing of information with all sectors from childminders to groups which support post-16s.

There have been no confirmed new cases in Harrow schools. However, some school events have been cancelled, so as to assure parents rather than on PHE advice.

You will appreciate that we are specifically concerned about special schools and our more vulnerable children. A meeting has been arranged next week for the special schools to speak with our Director of Public Health.

Government advice to schools can be found here:

<https://www.gov.uk/government/publications/guidance-to-educational-settings-about-covid-19/guidance-to-educational-settings-about-covid-19>

<https://www.gov.uk/government/publications/guidance-to-educational-settings-about-covid-19/covid-19-travel-guidance-for-the-education-sector>

Links to External Agencies

We are linking closely to national, regional and local agencies and colleagues:

- Our Director of Public Health is closely linked into Public Health England and is providing us with expert professional advice on which we are basing our decisions.
- We are currently planning with West London and Borough health colleagues the strategic and operational response across the Borough.
- We are linked into London-wide colleagues via several professional groups, including that of the Chief Executives’.
- We are also linking to the local third sector and volunteer groups.

And Finally.....

Please find attached useful links re Coronavirus.

I hope this information is useful. We will be providing regular updates to you starting next week and we hope to get along to Group meetings to discuss further. In the meantime, if you would like any more specific information, please let me know.

Best Regards

Charlie
Chair: Coronavirus Response Group

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

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From: Charlie Stewart
Sent: 25 March 2020 08:49
Subject: Covid - 19 Update

Dear Councillors

National Position

The new arrangements for staying at home and closures bring us to a near 'lockdown' situation, but our essential services will of course continue and our people running those services can still go to work.

The new directive does confirm our decision on certain closures including our libraries.

Across the borough, it looks like the new directive is being adhered to. Social distancing does seem to be holding

Services

Our services are in general holding up well.

Not surprisingly adult social care is under the most pressure but is coping. PPE supply continues to be a problem. We are working closely with NHS colleagues and hope to have supplies soon.

Local schools in Harrow have been really helpful in keeping us informed of the numbers of children in school each day; and this information is shared daily with the DfE through an online portal .The majority of schools have stayed open. The schools that have closed is due principally to staff shortages which has made it non-viable for them to remain operational, whilst following public health and government guidance This remains a fast moving local picture, which changes almost daily. To-date , all children of keyworkers/critical workers in Harrow have been able to find places as a result of schools collaborating with each other. A range of options are being proactively considered for schools to remain open over the Easter Holidays. Further updates will be available as the viability of these options are fully assessed.

Our waste services is coping well with crews turning out. The Civic amenities site is now closed to the public and we will have to postpone the start of the Garden Waste service to May (although will keep under review as may need to postpone again).

We are also keeping a close key on the level of homelessness in the Borough. To date we have not seen an increase.

Playgrounds have now been closed.

Community Engagement

Our Covid-19 Support telephone line for residents has been launched. More details are provided in a separate e-mail. As we build our knowledge and capacity on the phone line, we will then build further access through our web site.

We are starting to set up our community hub as part of the Government's initiative to help the most vulnerable and susceptible to the virus. We are awaiting the details from the Government.

We are looking to allocate funding to support the voluntary sector. A pot of money to help them quickly develop capacity to support the community.

Our allocation of the hardship fund has been received and we are currently finalising how we are required and can allocate it.

Our People

The response by our staff to the requirement for most of them to work at home has been very good. The Civic Centre site is now nearly empty. Technology continues to be a problem and not everyone who can work from home will be able. The situation will improve over the next few weeks as we bring in new equipment and software.

Our focus for the next few days is to ensure those who need to come into work are able to (and do) maintain 'social distancing'.

Next update later in the week.

Keep safe and look after each other.....

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

From: Charlie Stewart
Sent: 27 March 2020 18:48
Subject: Covid-19 Update 27 Mar

Dear Councillors

I hope you are staying safe Here is the latest update

National Position

As the lockdown continues to be enforced, the government yesterday (26 March) strengthened police enforcement powers in England to reduce the spread of coronavirus. If members of the public do not comply the police may:

- Instruct them to go home, leave an area or disperse
- ensure parents are taking necessary steps to stop their children breaking these rules
- issue a fixed penalty notice of £60, which will be lowered to £30 if paid within 14 days
- issue a fixed penalty notice of £120 for second time offenders, doubling on each further repeat offence

Yesterday (26 March) evening, the Chancellor announced that millions of self-employed individuals will receive direct cash grants through a UK-wide scheme. Those eligible will receive a cash grant worth 80% of their average monthly trading profit over the last three years, up to £2,500 per month for at least 3 months. The scheme covers 95% of people who receive the majority of their income from self-employment.

More information on the announcement:

<https://www.gov.uk/government/news/chancellor-gives-support-to-millions-of-self-employed-individuals>

Guidance on claiming a grant: <https://www.gov.uk/guidance/claim-a-grant-through-the-coronavirus-covid-19-self-employment-income-support-scheme#who-can-apply>

Key messages for your residents

The single most important action we can all take, in fighting coronavirus, is to stay at home in order to protect the NHS and save lives. People should only leave their houses for one of four reasons:

- shopping for basic necessities, for example food and medicine, which must be as infrequent as possible.
- one form of exercise a day, for example a run, walk, or cycle - alone or with members of your household.

- any medical need, including to donate blood, avoid or escape risk of injury or harm, or to provide care or to help a vulnerable person.
- travelling for work purposes, but only where you cannot work from home

When you are outside, you need to stay safe. You should be minimising time spent outside of the home and ensure you are 2 metres (6 feet) apart from anyone outside of your household.

This guidance outlines how you can help and importantly, how to do this safely:

<https://www.gov.uk/government/publications/coronavirus-how-to-help-safely--2>

Coronavirus scams

The Insolvency Service warns members of the public to be vigilant in the face of scams connected to the coronavirus. These scams might take the form of pensions transfers, high-return investment opportunities or health insurance supplements. Amongst other precautions, the public should:

- not give out personal details (bank details, address, existing insurance/pensions/investment details)
- beware of adverts on social media channels and paid for/sponsored adverts online
- be wary of promised returns that sound too good to be true
- get the company's name and establish their credentials using the Financial Conduct Authority's Financial Services Register

Further advice is available here: <https://www.fca.org.uk/scamsmart>

If a member of the public suspects that they may have been contacted in what could be a scam, they can call Action Fraud straight away on 0300 123 2040 or make a complaint to the insolvency service here: <https://www.gov.uk/guidance/make-a-complaint-to-the-insolvency-service>

Our Services

Our services are still holding up and I hope you will join me in thanking all our staff who are working so hard to keep things going.

Housing Needs has been working hard to getting rough sleepers off the street and all that we know are now housed; so we are ahead of Louise Casey's target. People have asked if we should be doing a street count of rough sleepers. However, MHCLG advise that we should not do a street count as it risks spreading the virus.

Going forward during this crisis, there is no need for anyone to rough sleep. Anyone contacting us who is homeless and has nowhere they can reasonably stay will be accommodated. We expect the numbers of single homeless to rise significantly over the next few weeks, and we're developing more accommodation solutions.

Any sightings of rough sleepers during the emergency can be reported to Housing Needs. Toyin Ogunwobi is our Rough Sleeping Co-ordinator. Or via Street Link (0300 5000 0914 or Streetlink App).

Northwick Park is preparing for a further surge of Covid patients ; and now have over 200 Covid+patients . By middle of next week 75% of beds will be for Covid patients only and extra capacity is being created by all means possible.

The Hot Hub testing at Alexander avenue is ramping up the numbers by the day and the Pinn medical centre will no longer be a walk in , due to the risks

There are no children of key workers without **school or early years provision** available to them in Harrow . Some schools are beginning to use local clustering arrangements to maximise use of resources and the Harrow School has made their facilities available . The virtual school are providing bespoke packages for Children Looked After in support of foster carers

In Adult Social care staffing levels are up to 80% and all vulnerable people have been receiving contact based on level of need and risk. The provider market does have capacity and some additional care homes have been purchased in advance of a surge.

The biggest issue was the availability of **Personal Protection Equipment (PPE)** for care homes and home care providers. However, our first supply of PPE arrived today (Fri 27 Mar) and will be distributed to our priority services. We understand we will now be getting weekly re-supply.

In Public health our new consultant has arrived in Harrow to help DPH. Much needed extra capacity.....

Community Engagement

Our Covid-19 Support Line, which I mentioned in the last updated, has been taking calls and 50 enquiries were received today (26th March). The main questions were on:

- Hardship (Benefits & Business)
- Food delivery

The Support-Line details can now be found on our web-site by following the Coronavirus link.

And in other good news, our Community Hub started to operate today, albeit at a fairly limited level. The Hub, which will now rapidly develop, will support the most vulnerable residents in Harrow as part of the Governments' wider efforts to ensure the most

vulnerable to Coronavirus can stay safely isolated in their houses. To begin with we will provide food, where required, and general help and support.

The NHS is sending out a letter to all such vulnerable people asking if they can support themselves, giving practical advice and asking them to contact a central number if they need help. We will then receive details of those who say they need help. One hundred and sixty five Harrow residents were on the first list (received today). Of these, 97 had asked for food support. We will be providing this support in conjunction with the voluntary sector over the weekend. We expect a larger number of residents to ask for support on Monday (there could be up to 5000). Food supplies from the Government will be received into our warehouse this weekend and the first direct delivery of food from supermarkets to vulnerable people's front-doors is expected next week.

Our People

Most of our people continue to work from home (and have slowly been getting used to this, for most, new way of working). The IT Help Desk had a major problem this week when due to a large number of absences and a much higher number of calls. Measures have been put in place to get things back on track.

On Tuesday next week the Chief Executive will address all of the Council through a conference call. He will be outlining the current situation, our response and how we all need to pull together. He will also be thanking all those who are putting in such hard work to ensure we care for our residents.

Stay safe and look after each other (and the NHS and Social Services ...)

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

Where to find the latest information and guidance

- › Latest information on coronavirus: <https://www.gov.uk/coronavirus>
- › NHS information on coronavirus: <https://www.nhs.uk/conditions/coronavirus-covid-19/>
- › Q&A from Public Health England on coronavirus:
<https://publichealthmatters.blog.gov.uk/2020/01/23/wuhan-novel-coronavirus-what-you-need-to-know/>

Some additional links which you may find useful are:

- Public Health England’s guidance about coronavirus (COVID-19) for health professionals and other organisations:
<https://www.gov.uk/government/collections/coronavirus-covid-19-list-of-guidance>
- Residential care, supported living and home care guidance:
<https://www.gov.uk/government/publications/covid-19-residential-care-supported-living-and-home-care-guidance>
- Guidance for educational settings:
<https://www.gov.uk/government/publications/guidance-to-educational-settings-about-covid-19>
- The latest travel advice can be found here: <https://www.gov.uk/guidance/travel-advice-novel-coronavirus>
- Ministry of Housing, Communities and Local Government Twitter:
<https://twitter.com/mhclg>

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From: Charlie Stewart
Sent: 31 March 2020 22:25
Subject: Covid-19 Update

Dear Councillors

I hope you are staying safe Here is the latest update

National Position

It is worth reminding ourselves of the wider picture on the fight against this dreaded virus.

Today's Government brief paints a vivid scene.

143,186 people have now been tested for the virus. Of those, 25,150 have tested positive. Sadly, yesterday saw the highest single increase in the number of deaths as a result of COVID-19. Yesterday, 381 people died and the number who have passed away now totals 1,789.

Every death is the loss of a loved one, and I am sure all our thoughts and prayers are with those who are grieving.

Overall, 10,767 people in England have been admitted to hospital with COVID-19 symptoms. The largest number is in London, with 3,915 people in hospital care.

It is therefore worth repeating the message:

The single most important action we can all take, in fighting coronavirus, is to stay at home in order to protect the NHS and save lives. People should only leave their houses for one of four reasons:

- shopping for basic necessities, for example food and medicine, which must be as infrequent as possible.
- one form of exercise a day, for example a run, walk, or cycle - alone or with members of your household.
- any medical need, including to donate blood, avoid or escape risk of injury or harm, or to provide care or to help a vulnerable person.
- travelling for work purposes, but only where you cannot work from home

When you are outside, you need to stay safe. You should be minimising time spent outside of the home and ensure you are 2 metres (6 feet) apart from anyone outside of your household.

Our Services

Our critical services continue to hold up well and our latest risk assessment is that we can cope over the next two weeks. Our biggest current risk is in relation to care homes and the capacity and staffing of provider services; we are offering support.

Beyond the next two weeks it is difficult to tell, but there are concerns over our ability to cope with placement of discharges from hospital and that priority one housing

repairs may not be able to be done if contractors do not respond. Adult Social care Brokerage team are working closely with Harrow CCG to prepare for any surge in discharge numbers.

As of today, there are no delayed hospital discharges in Harrow and all **vulnerable adults** are receiving a service based on levels of risk and need. Northwick Park continues to be one of the busiest Hospitals in London for Covid 19 with high mortality rates.

Further supplies of Personal Protective Equipment (**PPE**) are expected this week and although our critical services have just sufficient, it continues to be a concern. New guidance for using PPE is being signed off by Government today and will be issued within 24 hours.

Within **Children's social care**, safeguarding continues to be robust. There is sufficient capacity in 'Placements' and to-date there have been no significant placement breakdowns. Additional capacity is being built across in-house foster care and a programme for respite care is being put in place over Easter

The majority of **schools** in Harrow remain open for key workers' children and vulnerable children and schools are making provision to remain open over Easter. Children 'Looked After' are receiving bespoke packages of education through the virtual school. The Special Needs Transport service is operating, but to meet a reduced demand as parents and guardians making local choices and some schools close.

Housing emergency repairs and other critical services, such as gas safety checks, are still coping. A process for contacting known vulnerable households living in council property has been put in place and volunteers identified within Housing Services to make contact with each household on a regular basis.

The **Waste Services'** priority has been to keep all bins emptied and main routes clean. This has required the suspending of the new garden waste service until May (the suspension may be for longer). All but emergency **highway** works has ceased. The **Meals on Wheels** service continues to run to schedule and demand has increased. **Public Protection** officers are on our streets along with Kingdom officers to maintain a public presence.

Community Engagement

Our new critical service, the Community Hub operated last weekend and the Council, together with the Community and Voluntary sector, provided food where needed to our residents who are most vulnerable to Covid19. So far we have received three (shielding) lists of vulnerable people from the central Government contact centre. There were a total of 558 people on the list of whom c150 needed food.

The Government's direct supply of food from food suppliers to the doors of the most vulnerable (shielding) has begun and it is expected that we will not in future be providing this service except for specific cases. In due course, the Government will be directing people who are vulnerable (but not protected by the shielding exercise) to their local authorities, but there will not be an expectation local government delivers food parcels or medicines to them. We will be expected to work to our best efforts with local volunteer groups to help these people where they can. Work is currently being undertaken to define what this support could and should entail.

Our People

Our people continue to be an inspiration; going well beyond what would normally be expected.

Today the Chief Executive gave a brief, by telephone conference call, to over 1900 of our staff. An amazing feat of technology and of our Chief's resilience (as he had to talk over the builder's next door). The brief was well received and is one of many ways we are communicating daily to our staff.

This week we have started to plan for the wider reduction and stopping of non-critical services and the potential re-deployment of staff to critical areas. A 'Talent Hub' has been set up to link re-deployable people to shortages in critical services.

That's all for today.

Please stay safe and look after each other (and the NHS and Social Services ...)

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

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From: Charlie Stewart
Sent: 07 April 2020 22:15
Subject: Member Update 7 April

Dear Councillors

The latest update

National Picture

The Department of Health and Social Care (DHSC) provided the following update today:

- As of 9am on 6 April 208,837 people have been tested of which 51,608 tested positive.
- As of 5pm on 5 April 2020, of those hospitalised in the UK who tested positive for coronavirus, 5,373 have died.

DHSC will publish updated data on [this page](#) on a daily basis each afternoon until further notice. Tests are now being prioritised for those who require hospital care for pneumonia or acute respiratory illness – while continuing to investigate outbreaks, ie where several cases are connected, especially in a particular setting such as a care home.

A new Coronavirus Status Checker to help the NHS coordinate its response and build up additional data on the coronavirus outbreak was launched at the weekend. People with potential coronavirus symptoms are now being asked to complete the status checker and answer a short series of questions which will tell the NHS about their experience. The survey can be accessed on the NHS website at <https://www.nhs.uk/coronavirus-status-checker>

Members may find the Stay Home, Save Lives translated posters useful. They are now available on the [Campaign Resource Centre](#) (contained within the downloadable zip file). These include the following languages: Polish, Russian, Punjab, Urdu, Bengali, Gujarati, Romanian and Roma (for the Roma travelling community).

Our Services

Adults Services continue to provide a full service for safeguarding, care and support in the community which will extend over the Easter bank holiday weekend. There continue to be no delay for discharges from hospital for Harrow residents. One of our 'in-house' provision residents has been admitted to hospital with Covid 19. Thankfully, they are not critical at present. The Hot Hub testing centre at Alexander Avenue is now fully operational with increased numbers being tested every day.

Although the vast majority of **schools** remain open for key workers children, the number of children attending school has reduced this week as this would ordinarily be the Easter

Holiday period. Schools are offering to families support on mental well-being and purposeful activity for children not in school.

The government has today (07 April) announced a package of support to help schools deal with the challenges posed by coronavirus. Extra funding is to be made available for schools to cover the unique challenges and financial costs of the coronavirus outbreak. The specific costs schools can claim for are:

- Additional cleaning required due to confirmed or suspected coronavirus cases;
- Increased premises related costs needed to keep schools open during holidays; and
- Support for free school meals for eligible children who are not attending school, where those costs are not covered by the national voucher scheme. Guidance on additional funding for schools can be found at:

<https://www.gov.uk/government/publications/coronavirus-covid-19-financial-support-for-schools>

Children Services continue to operate a seven day service to ensure that safeguarding requirements are met. The Department for Education yesterday (6 April) has issued its guidance on managing social care during this time. All children, who are at risk of serious, significant harm are being visited and the focus is now on the risks of intra-familial abuse within households and online exploitation during lockdown. Two children became looked after over the weekend whilst their parent is treated in hospital for Covid 19.

The UK Government and NHS leaders from a range of medical and nursing royal colleges have published new guidance about personal protective equipment (**PPE**) for NHS teams who are likely to come into contact with patients with coronavirus. The guidance has been agreed by the 4 Chief Medical Officers, Chief Nursing Officers and Chief Dental Officers in the UK and is applicable in all parts of the UK. Our Director of **Public Health** [DPH] is interpreting the guidance and helping to apply it for staff activities when they are out and about in the community.

Housing services continue to operate with emergency and urgent repairs being mostly completed within target timescales. Other critical services such as gas safety checks are running. The Homelessness service is now operating on telephone and email contact only but is dealing with all approaches. Nine rough sleepers have been provided with emergency accommodation. Caretaking service continue to operate at only 50% capacity, but other housing staff are monitoring communal areas for any hazards that might constitute fire risks. We are continuing to monitor and support all sheltered housing tenants. One tenant is believed to have Covid-19 and is self-isolating. Two other suspected cases are being monitored.

As of today, 80+% of **Waste** staff were available for work. Like all staff, we should applaud their dedication during these difficult times.

The **Meals on Wheels** service continues to run to schedule with an on-going increase in demand. We will be able to allocate resources required to meet additional demand likely to happen next week. The focus for Public Protection this Easter weekend will not surprisingly be on parks and open spaces to ensure social distancing is maintained and there are no unauthorised gatherings. This work will be carried out in liaison with MPS with our officers acting as initial eyes and ears for issues. E-mails are being issued to allotment holders reminding them to stay 2m apart, not to congregate and use the pipes to wash.

Updated advice on the **Small Business** Grant Fund and the Retail Hospitality and Grant Fund has been issued. A team of 8 officers from Economic Development and Learn Harrow has now been established and trained to support Revenue and Benefits to contact

businesses and refer ineligible businesses to other support. We are still waiting on the request for a variation to Strategic Investment Pot funding agreement to enable funds can be used to focus on business survival and supporting residents into those priority jobs that are being advertised. Usefully, an exercise has been commissioned by London Councils to determine key concerns faced by businesses, provide a sectoral breakdown if possible, and identify the provision offered across London. The results will be sent to BEIS by the 9th April.

The Insolvency Service has published a page outlining the support and advice available for businesses that are in difficulty.

<https://www.gov.uk/government/news/getting-help-if-your-business-is-in-distress>.

There has been a big increase in the use of **Library Service's** online offer as shown below

Harrow Libraries Online usage March 2020				
	Apr 19 - Jan 20	Feb-20	Mar-20	Percentage difference
Online membership registrations Apr 19-Jan 20	19		123	547%
Online membership registrations		115	123	7%
Online visits (total)		66707	68646	3%
Online resource visits		32108	37884	18%
Library App homepage visits		1449	6363	339%
eBook issues		1280	1519	19%
eAudio issues		815	950	17%
PressReader newspapers/magazine issues		2521	3895	55%
PressReader hotspot visits		2877	5279	83%
Digital magazines * monthly average		1565	1823	16%
Britannica online		3245	5147	59%
Ziptales (children's resource)		359	1435	300%

Due to Covid--19 generated delay at the new town centre library, we have requested a further extension to the lease at Gayton Library.

Community Hub

We continue to receive a daily list from Government of residents most susceptible to the virus that have asked for essential supplies, mainly food. Today there were 68 on the list bring the total to 1380 we have been asked to check what support they may need. We continue to contact them and provide food and other support as required.

We have also started to work on the larger list of 3125 which the Government provided to us late last week. This is the total list of those highly susceptible to the virus (see last Member update). Our first action is to check these residents against our databases to see who are possible the most vulnerable that we have not yet contacted. Interestingly, only 113 residents can be directly matched to our Adult Social Care records. Perhaps not too

surprising as most people with long term health conditions (and would therefore be on the Government list) don't access social care. We are also matching households which potentially have other vulnerabilities against the list (ie those on other social care, free school meals and housing lists).

Our People

This week we will complete our review of what are critical and non-critical functions (now that we have been working in a locked-down situation for a couple of weeks). We will then be in a position to identify which non-critical staff we can re-purpose (ie move) to critical services if required. The Leadership Group will be brief on how this will be achieved this Wednesday.

We will also be rolling out to the first 50 people Bring Your Own Device 'soft tokens' which will allow them to log onto our systems from their own devices at home. In the next two weeks we will then roll-out this capability to all other staff (and Members).

As always.....

Please stay safe and look after each other (and the NHS and Social Services ...)

Where to find the latest information and guidance

- Latest information on coronavirus: <https://www.gov.uk/coronavirus>
- NHS information on coronavirus: <https://www.nhs.uk/conditions/coronavirus-covid-19/>
- Q&A from Public Health England on coronavirus: <https://publichealthmatters.blog.gov.uk/2020/01/23/wuhan-novel-coronavirus-what-you-need-to-know/>
- Public Health England's guidance about coronavirus (COVID-19) for health professionals and other organisations: <https://www.gov.uk/government/collections/coronavirus-covid-19-list-of-guidance>
- The latest travel advice can be found here: <https://www.gov.uk/guidance/travel-advice-novel-coronavirus>
- Ministry of Housing, Communities and Local Government Twitter: <https://twitter.com/mhclg>

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

From: Charlie Stewart
Sent: 10 April 2020 13:28
Subject: Members Update 10 April

Dear Councillors

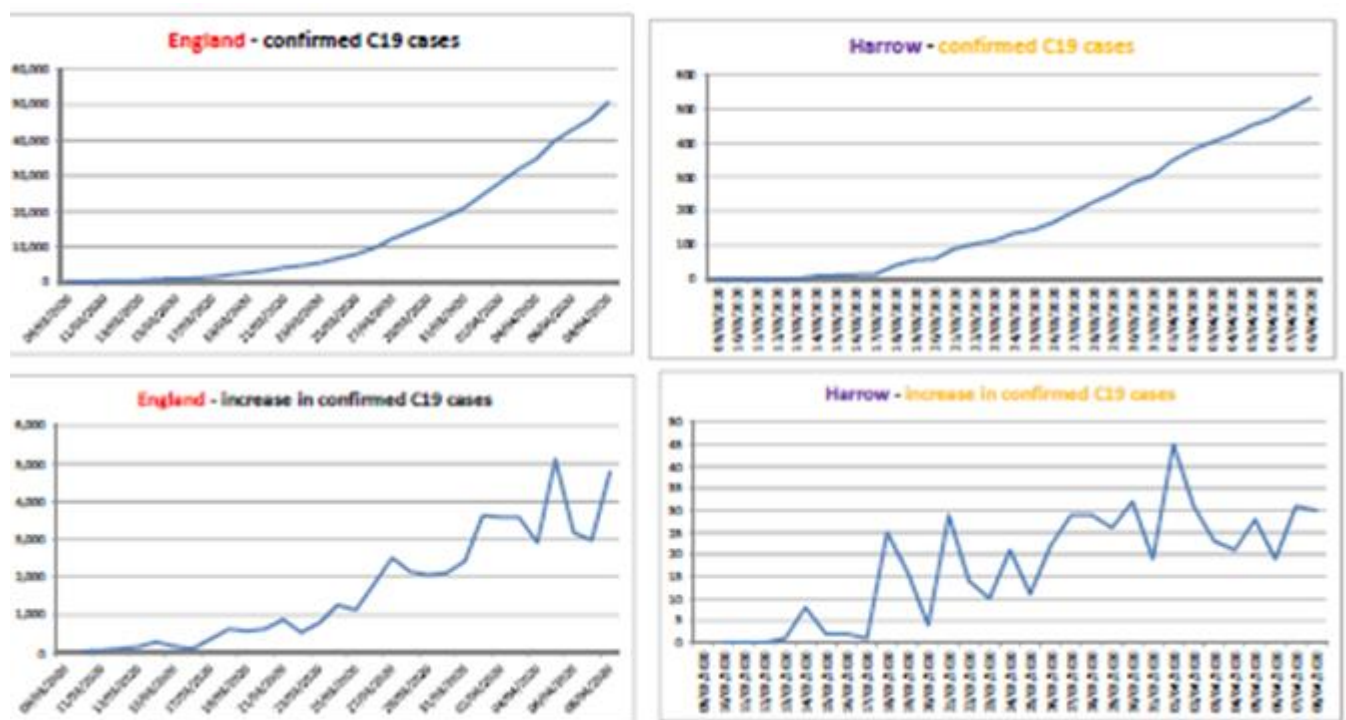
As the 4th week of lockdown comes in sight and Easter is here, I hope you are all keeping safe.

The Council' response to Covid-19 is starting to get into a rhythm as it learns to cope under the restrictions and fight this virulent virus; that's a good place in which to be. But this does mean the amount of changes I will need to report, will reduce. On a positive note, I will be able to bring greater standardisation to these updates which should make it easier for you to read (and me to write :).

We should also note that it's likely to be a longer haul than we first thought; we are likely to be in this emergency response state for quite a while longer.

There has been a lot of preparation for this Easter weekend (some of the detail is outlined in the Our Services section below). On Tuesday I will give you a quick update of how the weekend went and then, on the following Friday, hopefully this update will be in the new standardised format.

National and Local Picture



Our Services

Adult Services will be providing a full service over the Easter weekend. In particular, the hospital and brokerage teams will be fully operational to deal with discharges from Northwick

Park, and the Clementine Churchill hospital (which will be providing additional capacity for the NHS).

A quick reminder that **schools** will be open over Easter for the children of key workers and children who have a social worker. Schools wrote to parents, in advance of the weekend, to remind of this offer. Virtual **musical tuition**, using the online platform Charanga, is being set up by Harrow Music Service ready for use by subscribing schools in the summer term. Unfortunately, but understandable, the **London Youth Games** have been cancelled and all school game events are cancelled until the next academic year.

Children Services will also be providing a full service over the Easter weekend to follow up on safeguarding emergencies which are referred by families, and by partner agencies. The focus is likely to be on household tensions and abuse within the family during lockdown rather than serious issues arising in the community.

The **Public Health** team will be operating over the weekend to provide real time advice on public health matters that arise for staff and the community.

Staff availability in **Housing** has risen to 80%+, which is good news. As a reminder, the **Homelessness** Service is now operating on telephone and email contact only. They have identified 10 rough sleepers (up by 1 from 9 in the last report) and all have been provided with emergency accommodation. Universal Credit applications continue to increase for council tenants and direct debits are being cancelled. Rent arrears increases, which are being closely monitored, are now being seen. We continue to support all sheltered housing tenants. The one confirmed Covid-19 case in sheltered housing is self-isolating, two cases are in hospital and, unfortunately, we have seen another death in hospital (bringing the total up to two).

The Easter weekend will be a busy time for **Environment and Enforcement Services** as they work hard to keep people safe by ensuring social distancing is maintained. All the teams will be working closely with Police, other emergency services and regional organisations to keep premises shut, prevent congregation of groups of people and to provide high visibility presence on the streets and across parks and open spaces.

Updated advice on the **Small Business Grant Fund and the Retail Hospitality and Grant Fund** has been issued and was sent in the third newsletter to businesses on the 8th April. You may find the following information on our website and in the separate attachment useful background to these funds. In outline the funds are:

Small Business Grant Fund:

Under the Small Business Grant Fund (SBGF), all businesses in England in receipt of Small Business Rates Relief (SBRR) or Rural Rates Relief (RRR) as of the 11 March will be eligible for a payment of £10,000. We estimate that this will apply to some 730,000 businesses across England.

Retail, Hospitality and Leisure Grant Fund:

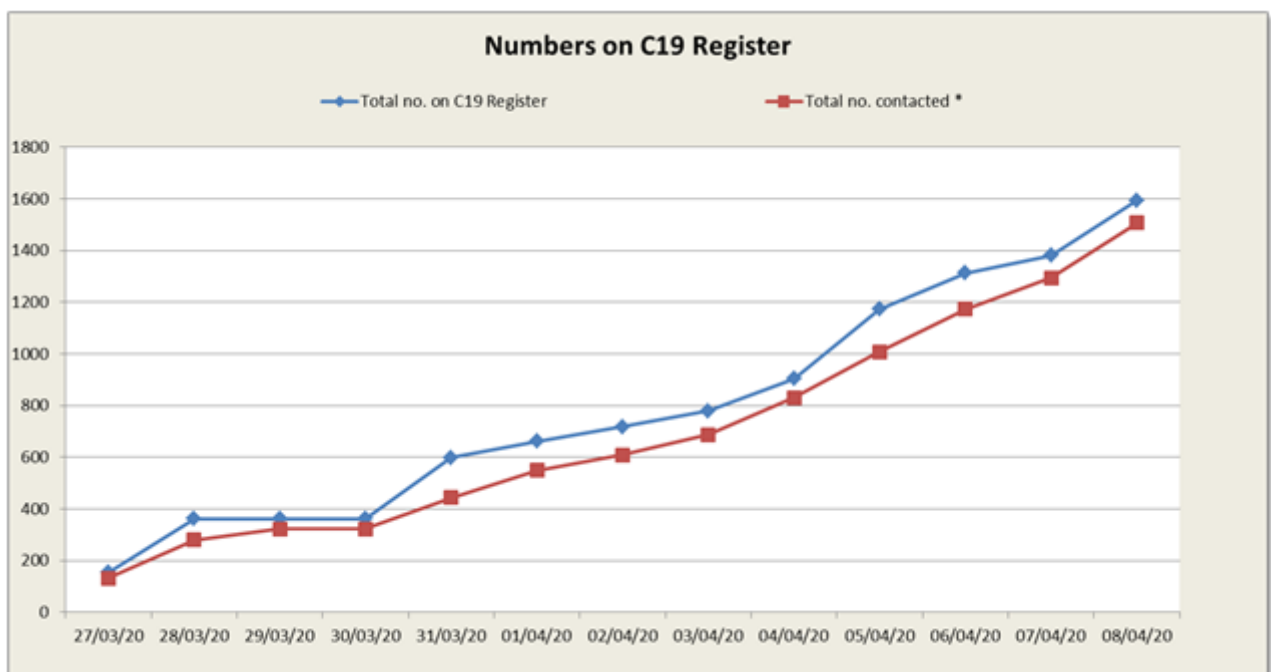
Under the Retail, Hospitality and Leisure Grant Fund (RHLGF) businesses in England that would have been in receipt of the Expanded Retail Discount (which covers retail, hospitality and leisure) on 11 March, with a rateable value of less than £51,000, will be eligible for cash grants of up to £25,000 per property. Eligible businesses in these sectors with a property that has a rateable value of up to and including £15,000 will receive a grant of £10,000.

Eligible businesses in these sectors with a property that has a rateable value of £15,000.01 or over and less than £51,000 will receive a grant of £25,000. Businesses with a rateable value of £51,000 or over are not eligible for this scheme. Businesses which are not ratepayers in the business rates system are not included in this scheme.

The Team from **Economic Development** and Learn Harrow, who are supporting Revenue and Benefits Service to contact businesses, has been increased to ten staff. As of 9th April, 1800 e-mails and 450 text messages have been sent to eligible businesses and 300 phone calls will be made next week to businesses that just have land lines

Community Hub

As of close of play Wednesday our Community Hub had contacted 1507 residents who had requested our help through the Central Government support scheme. A total of 317 asked for emergency support with food, which has been provided. The graph below shows how the numbers have quickly grown:



We also get some requests for other support (other household essentials, access to services or just a chat) and have been doing our best to meet this need. In order to ensure we improve and sustain our support, we have been analysing our, and other data, as to what vulnerable residents may need (including the 100+ residents who contact use daily through our Help Line). Next week we will be agreeing what support we should be offering and who would be best to provide it (us, the community or voluntary sector)

Our People

A Special Update on PPE The need for Personal Protective Equipment (PPE) has never been more important.

PPE is needed for two reasons: primarily, it is to protect vulnerable people from the wearer and secondly to protect the wearer when in close contact with someone with confirmed or suspected COVID19.

For protection against coronavirus, the full range of PPE that **may** apply to specific council frontline work includes:

- Plastic aprons (single use)
- Gloves (single use)
- Fluid-resistant (Type IIR) surgical masks (FRSMs) (single or sessional use*)
- Eye/face protection (single or sessional use*)

* sessional use is defined in the COVID-19 PPE guidance as use for a period of time undertaking duties in one specific care or exposure setting.

The majority of frontline council staff, outside of health and social care, are not in close contact with clients or residents and therefore do not need to use PPE for protection against coronavirus, and/or coronavirus spread. We have just updated, and are in the process of issuing, our PPE guidance for staff. The guidance covers all types of scenarios in which are staff may find themselves. We have also reviewed our stocks and supply-chain for PPE to ensure we will have enough to cover the revised need. At present, we have a week's worth of PPE stock in storage with regular deliveries that will sustain us for the foreseeable future.

As always.....

Please stay safe and look after each other (and the NHS and Social Services ...)

Charlie

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

From: Charlie Stewart
Sent: 14 April 2020 19:23
Subject: Quick Update on Easter Weekend

Dear Councillors

As promised in my last Friday update, here is a quick update on service activity over the weekend:

All critical services were working over the Easter break as outlined in my Friday update.

There no issues reported by Adults or Children's services in managing their demand over Easter.

In the main, people across the Borough respected the lockdown. The only key issue was in Chandos Park which was closed on Saturday following large gatherings in the previous late afternoon and early evening. Police advice was this is the best option given the on-going issues and problems. The park was re-opened on the Sunday.

The community hub had 220 in-bound calls on the help line and made 400 calls to people on the NHS shielding list. We also received the wider shielding list from the NHS which now has those people susceptible to Covid-19 who are on GP lists. The total number on our NHS list now numbers just over 5000. We are cross checking this list against our databases in Adult's services to prioritise our calls to them.

As always.....

Please stay safe and look after each other (and the NHS and Social Services ...)

Charlie

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

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From: Charlie Stewart
Sent: 17 April 2020 17:46
Subject: Covid-19 Update - The Tunnel and Its Light
Attachments: Corona_All_Households_C_4pp med res.pdf

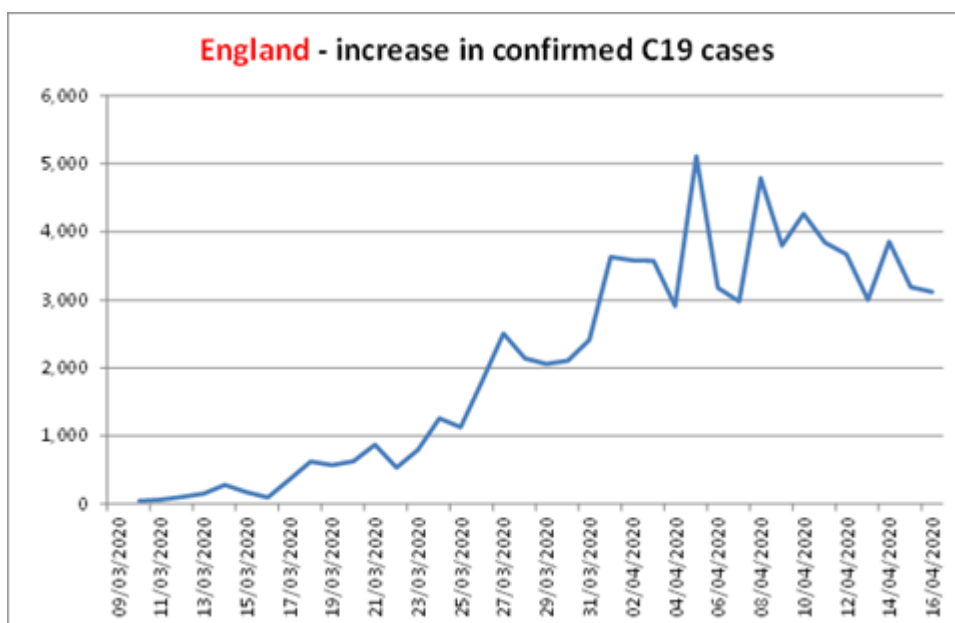
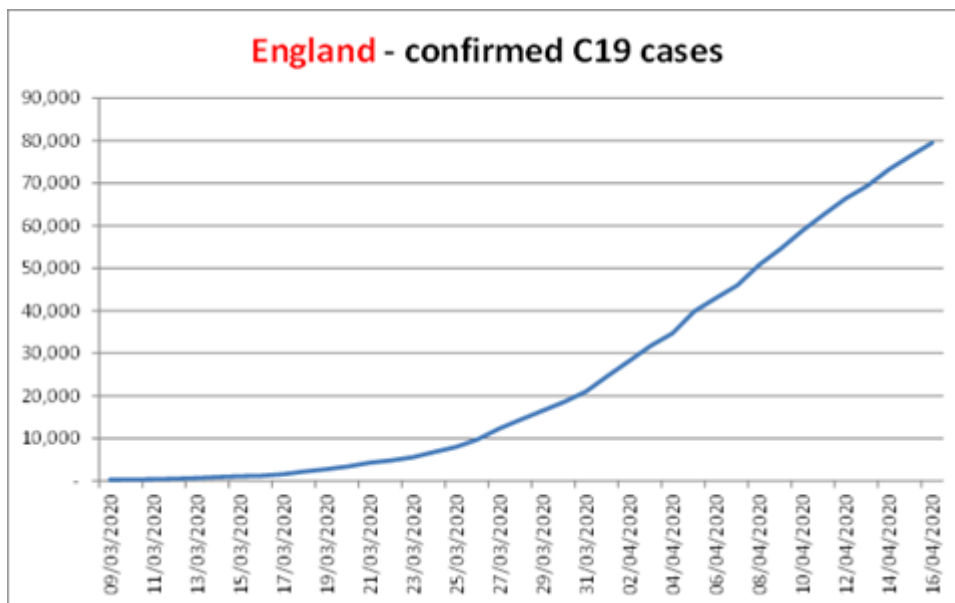
Dear Councillors

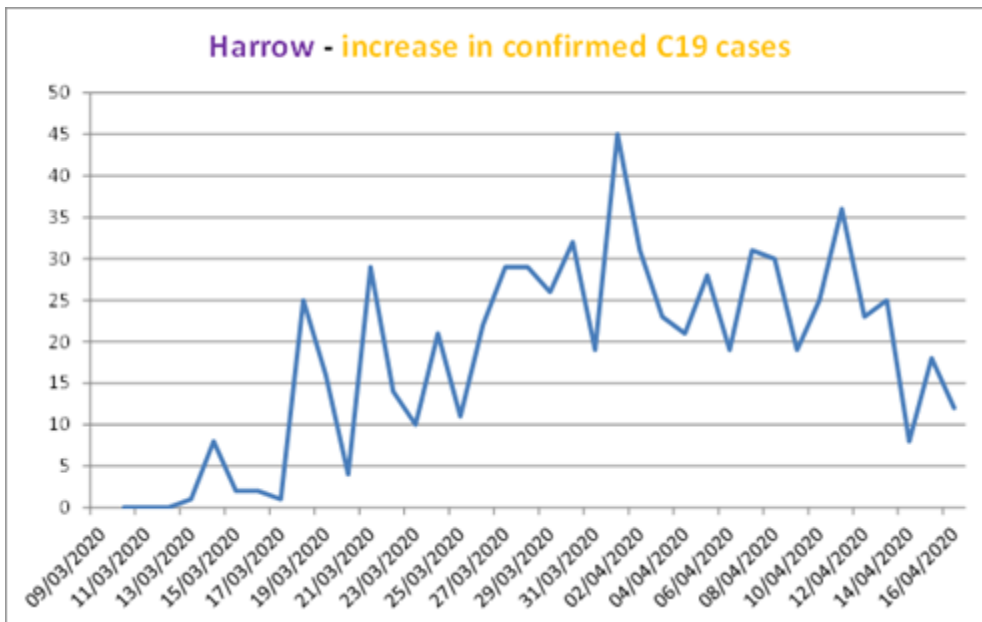
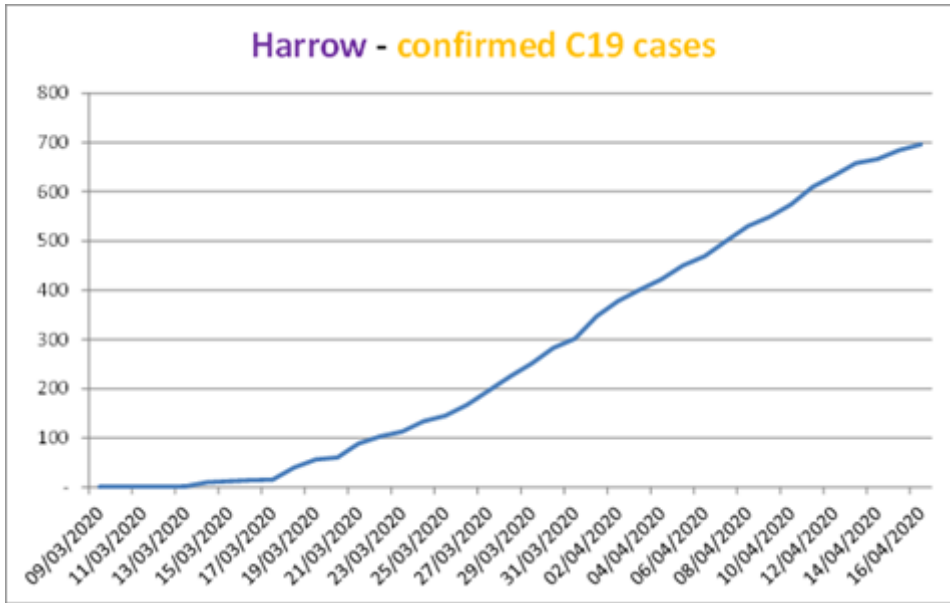
I hope you are all keeping safe and well.

Today's brief (perhaps) gives some light at the end of the tunnel. You may feel otherwise, so I thought I would start with a quote

'Sometimes life seems a dark tunnel with no light at the end, but if you just keep moving forward, you will end up in a better place.'

National and Local Picture





Our Corporate Director of People Services reported to Gold this morning that ‘*Covid-19 discharges from hospital are definitely slower*’. Not wanting to count chickens before they hatch, but we may be winning the war.

Our Services

The demand for out of hospital care continues to be met locally in Harrow, with the **hospital social work** team operating 7 days per week. Our hospital discharge system has capacity to respond to a surge over the next week.

On 15th April the Government published the National Action Plan for Adult Social Care. It was good to see that the crucial importance of **Adult Social Care** services was recognised and puts us on a par with the NHS. The Thursday 8pm clap is now for all carers. I hope you will join me next Thursday in, once again, putting your hands together at 8pm to recognise the great work all are doing to combat this dreaded virus.

Testing for care-home staff in Harrow is now being rolled out. This will help build capacity as we can quickly check if someone has Covid-19 if they go home to self-isolate as they feel they have the symptoms. The amount of testing is very limited at the moment, but the expectation is that all the care sector will be covered in the next few weeks.

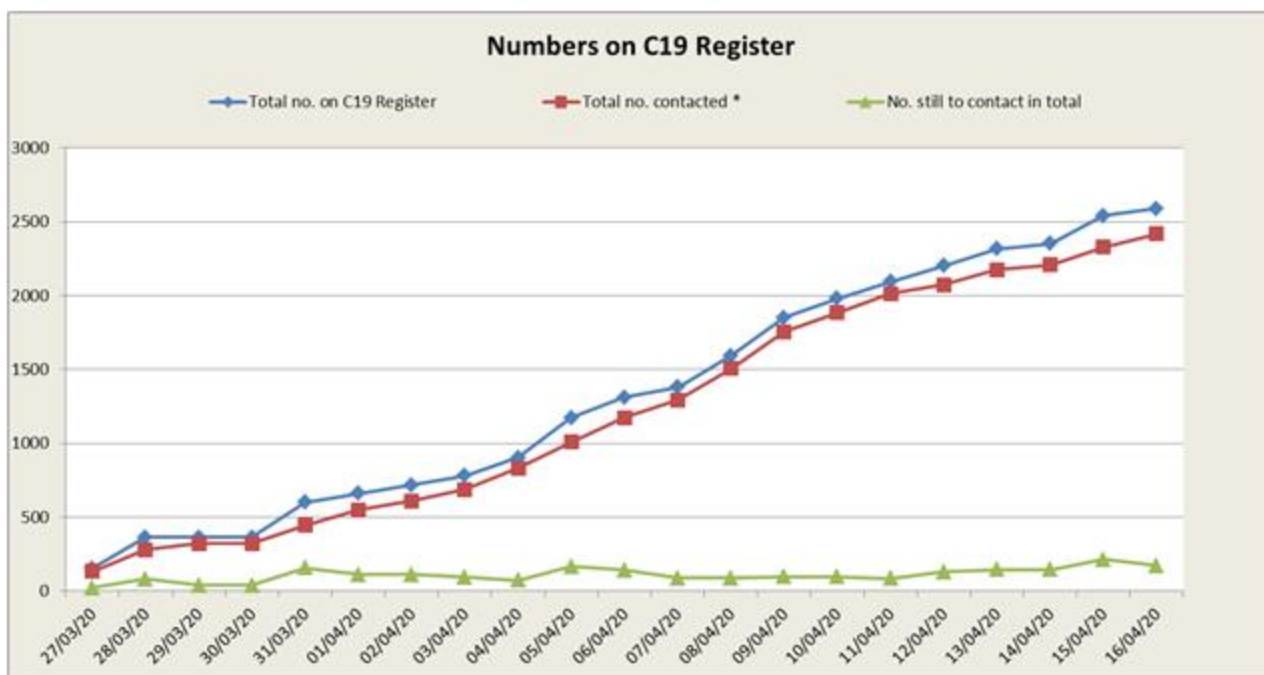
Thanks to the hard work of our **school admissions teams**, we can reassure residents that the National Offer for school admissions has gone smoothly. Letters to parents and other communications have been sent out, and there will be a local press release in due course. We are pleased that 95% of Harrow children received an offer for a place at one of their top three preferred primary schools. We understand that some parents may be disappointed with the offer and want to appeal this decision. Parents should submit their appeals in accordance with the guidance in the offer letters. We are awaiting new regulations and guidance from the Government on determining appeals during the current crisis. Once these are available we will advise parents, who have submitted appeals, how we will deal with them; we hope to do this in early May. At the same time we will advise parents who have already submitted appeals against offers of secondary school places how we will deal with their appeals

Schools are continuing to meet the demand for schooling the children of key workers and our vulnerable children. After a dip in take-up over the Easter bank holiday, the numbers of children in our schools have returned to the levels previously seen before the weekend.

Our Waste Services continue to operate well. The plan to ensure social distancing is maintained on Harrow streets, parks and allotments, which worked so well over Easter, are now being put in place for this weekend. Additional resources will be deployed to ensure an increased presence and the Police have indicated that they have sufficient capacity across the Borough. Recently, some delivery drivers were moved on from gathering outside Toros (Station Rd) and the queue control at Asda, Wealdstone needed some intervention.

All Housing Services continue to operate as previously noted. The number of rough sleepers that have been housed has risen to 12.

The **Community Hub** Shielding list continues to grow:



In addition, as of yesterday we had handled 1820 calls through the Help Line and there had been 471 requests for food.

A leaflet drop to all households started today. A copy of the leaflet is attached to this e-mail and it outlines our response to Covid-19 and provides useful information to residents. We are expecting an increase in calls to the Help Line as a result of the leaflet drop and we are monitoring the situation to try and ensure we have the right number of people on 'duty' over the weekend. The council's Talent Hub (which coordinates the redeployment of people from non-critical to critical services) will also be operating this weekend to provide support to the Community Hub if required. On another good note, the new IT system for the Community hub went live today. It will greatly help us ensure we can provide a good service for residents.

A Special on Business Grants

There has been a lot of discussion both in the press and locally on the allocation of Business Support Grants. A lot of work has been going on to set-up the procedure by which we get businesses to submit applications, check those applications and get payments out. Sounds easy, but the effort involved as we have old technology, old data and limited ways to pay (to name just a few of our problems) has been incredible.

In addition, Harrow is unusual in that we have a disproportionate amount of small businesses compared to other Boroughs. Out of the 5,705 commercial hereditaments in Harrow, 5224 or 91% fall under the £51,000 grant qualifying threshold. If you remove offices (which are not qualifying), Harrow still has 3199 potential cases entitled to a grant. Yet our team who normal work in this area (and who therefore have the skills to work our IT systems etc) is very small as we don't have a large overall business sector to normally support.

However, we now have a working system and resources in place. By the end of today, all businesses (where we can get through) will have been contacted. And by Monday, 20% of all potential cases will have had their grant.

As of close of play yesterday, grants totalling £4.3m had been awarded and we were processing around 70 per day. This is likely to increase to 200 per day from Monday which should see us clear the near 2,000 outstanding applications by 10 May. This timeline was discussed and accepted by MHCLG when the Minister discussed our approach with the Chief Executive yesterday.

On Monday, MHCLG will be issuing a 'league table' showing the number of grants each Borough has made. We expect to be in the bottom middle of the pack, but I hope this information is useful so you know what we are doing and can help the business owners of Harrow understand.

As always.....

Please stay safe and look after each other (and the NHS and Social Services ...)

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

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From: Charlie Stewart
Sent: 01 May 2020 18:40
Subject: Covid-19 Update - 1 May
Attachments: Business Support Grant General Brief 30 Apr v2.docx; charts 30.4.20.docx; E-mail to all applicants 1 May.docx; Community Hub data 30.4.20.xlsx; Gold Dataset 30.4.20 ldrs.pdf

Dear All

Here is your Covid-19 update for the end of April.

As they say ... April showers bring May flowers. With the flowers perhaps will come some respite from the virus and lockdown.

That said, there is a general feeling that the weariness of the lockdown is become too much for some, and people are starting to venture out when perhaps they should not. As leaders of the Community, I am sure that the NHS would ask you to reinforce the message:

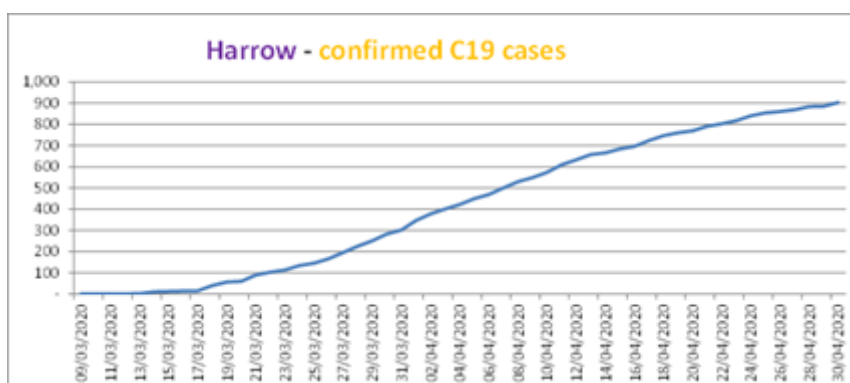


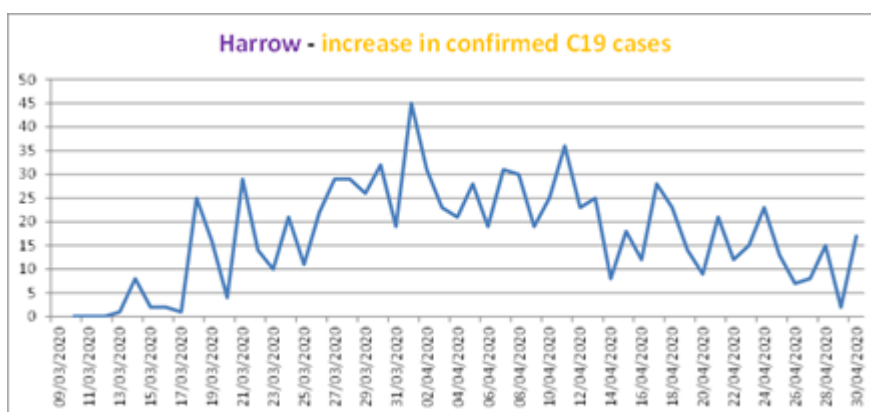
Today's update includes:

- A brief on Business Support Grants
- An update on the Community Hub and our next steps in supporting vulnerable residents.
- General updates on next steps as we look to the reduction in the lockdown
- Attached is the Gold dataset which gives a general picture across the Council's critical services

National and Local Picture

We start, as always, with the graphs showing the National and Local picture (see attached *charts 30.4.20* document). The stabilisation of cases continues to look positive, but you will note the inclusion of care home data for the first time has (understandable) caused a spike in numbers.





Our Services

All critical services continue to operate well. Please remember to clap for our staff (along with those from the NHS) on Thursday evenings.

The best way to describe the services in the **People Directorate** is to say that they are continuing to operate seven days , and they are stable and resilient. Staffing levels across Children’s’ services, Adult Services’ and Public Health are now at 80% ,with many staff now back at work after periods of self isolation or illness.

All children of keyworkers in Harrow continue to have **school** or early years provision in Harrow if requested, and there continues to be a steady increase in the number of vulnerable children attending school. We are now thinking ahead with our Head Teachers to the potential/partial re-opening of schools in the recovery phase post- lockdown. Once the Government announces what restrictions are still to be in place over the next few weeks, we will collaborate with head teachers on how best to implement this plan following the advice of our Director for Public Health. The next Heads and directors Meeting has been set for the 4th June ,which will include a Q & A session with the Director of Public Health. The DfE will be rolling out the offer of additional IT equipment for care leavers and children looked after. This will be co-ordinated via our virtual school, and our local school counterparts. It is expected that the full details of the DfE offer will be made more explicit next week.

There has been a steady increase in the number of contacts and referrals involving **Domestic Abuse** over the past week, which reflects some of the trends seen in other parts of London , and other parts of the country. We’ve had sufficient capacity to deal with this investigative work in collaboration with the Police and other agencies.

The rates of hospital admissions at **Northwick Park hospital** for coronavirus has continued to slow down . There are currently sufficient numbers of critical care beds to meet the need, and **Adult Social Care** have been able to meet the demand for hospital discharges. The staff testing hub at Alexander Avenue is now fully operational and the Local Authority are assisting with the provision of transport where needed. The current focus for testing is on bolstering the care homes sector in Harrow by prioritising staff from this area of provision. The Local Authority is providing high levels of support to care providers in the Borough, working alongside GPs, Public Health professionals and support staff form the Harrow Clinical Commissioning Group [CCG]. This work with the care home sector continues to be the top priority for our Adult Social Care.

The **Refuse collection** services continues to operate well and the **Community & Public Protection** teams continue to monitor, advise and enforce social distancing. Our Emergency homelessness service continues to operate as in previous weeks. We have now housed 15 rough sleepers and we are accommodating other single homeless to prevent rough sleeping (10 last week).

In **Housing**, the surge in UC applications from tenants has peaked and rent arrears are now reducing slightly, but still higher than this time last year.

Everyone Active, the Council's **leisure** contractor, is providing 20 classes free of charge each week live on the main Everyone Active Harrow Facebook page <https://www.facebook.com/eaHarrow/>. The classes are open to anyone and all ages and levels of fitness are catered for. The sessions include yoga, family fitness, conditioning, family pilates, and cardio workouts.

Community Hub

Our Community Hub continues to work well with 3764 'shielded' people having been contacted as of Thursday. The full dataset is attached as a Spreadsheet.

The first week of the revised voluntary sector led food delivery project has been successful with c55 households having hot food delivered three times per week. Residents have been active in making this happen and supporting each other.

We are now planning for the next stage in the Community Hub supporting the most vulnerable.

We have now received from Government the list of shielded people who they have not managed to contact. We will start next week to try and phone them ourselves. Failing that, we will then be sending staff around to knock on doors and we will be talking with the Police and Fire service what escalation there will be if we still get no reply.

For those vulnerable people not on the shielded list, we have now identified, with the Director of Public Health, which groups of people (such as over 65 years old living on their own) with whom we should be trying to make contact. We know the areas where these groups of people mostly live and will be leafletting those areas with specific advice and request that they make contact with us. This work is in addition to the proactive telephone calling we have been making to the vulnerable people who we already know as they are on our Adults Services and Housing databases.

Housing Services have contacted 1128 vulnerable tenants to date, as well as tenants who requested a repeat call or who required urgent help the first time they were called. The majority of tenants we have spoken to are being looked after by family and friends.

Business Grants

There has rightly been much discussion and concern about the critically important Business Grants initiative. We all recognise its importance to Harrow Businesses and our teams are working extremely hard to make it happen. We have some very 'specific to Harrow' circumstances which are making delivery much harder for us. These circumstances, and how we are handling them, are outlined in the attached brief.

In summary, we have had a slow start due to the relatively small size of our team, the proportionally large number of eligible businesses and the lack of good data (and technology). We have made great strides and, with the hard work of the team, are now making good progress. The need for checks on grant applications has been

questioned. But we believe it is best for Harrow's business community (although difficult perhaps to understand) as the checks greatly help getting the money to the right people. We have also significantly increased our communication and support to Harrow's Businesses and we will continue to improve the way we are supporting them with this grant scheme.

Our People

Our People continue to go above and beyond and the Chief Executive, in his telephone briefing to all staff, gave thanks to many specific teams.

We are now looking at the next stage for 'lockdown' and the probably relaxing of some guidance. We have been looking at how and who we would bring back into the Civic offices, but with an eye to the future where we will be wanting to work more 'remotely' as we look to the new Civic Centre development. More on this in a future update

As always.....

Please stay safe and look after each other (and the NHS and Social Services ...)

Charlie

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

SBGF (small business grant funding) & RHLG (retail, hospitality and leisure grant funding) Grant Schemes

There has rightly been much discussion and concern about the critically important Business Grant initiative. We all recognise its importance to Harrow Businesses and our teams are working extremely hard to make it happen. We have some very 'specific to Harrow' circumstances which are making delivery much harder for us. These circumstances, and how we are handling them, are outlined below.

Background

Two business grant schemes, the Small Business Grants Fund and the Retail, Hospitality and Leisure Grants Fund, were announced by the Chancellor on 11 March and 17 March 2020

Harrow has been given £42.2m to support local businesses, if they meet certain pre-conditions, through the payment of a grant. This is to support businesses who were business ratepayers' as at the 11 March. In Harrow we have 3200 possible properties where a business could apply for a grant. However, some of these will not be eligible; for example, car parks.

We received the criteria for assessment and funding (and were therefore able to go ahead) on 3rd April. Harrow opened its on-line application process in the first week in April and has since received some 2,200 applications.

By the 30 April we had processed 1,250 applications. Of these, we have paid £14.4m to 785 businesses and we have approximately 250-300 applications where we need more information. We will be contacting them for this in due course.

The Challenge

Harrow has some unusual circumstances surrounding this initiative which has made our challenge in processing these grants much harder than other Local Authorities:

Small Team

We have a comparatively small team who normally work in this area and therefore have the skills and knowledge to process the applications; a process which is complex because of the applications and technology in use.

The team is small because:

- Harrow's business base is relatively small and we are staffed to support 5000 properties. By comparison, the top 10 Boroughs support a business base with an average of 15,132 properties, and therefore have proportionately more staff to process grants.
- We have been at the forefront of moving enquires from telephone calls to the web (channel shift) and therefore we have significantly fewer staff than others to answer

the resultant fewer calls phones. Over the last 5 years we have seen an 87% shift from telephone calls to on-line enquires.

- It is very difficult to extend this team as the software and processes we use are complex. It takes several weeks to train a new person up to even a basic standard of operation. We have augmented the team where we can, for example, to process simple tasks and having the Business Support team making contact directly with businesses.

High Proportion of Eligible Businesses

This small team now has to manage applications for a proportionally very high number of businesses.

- Harrow has a higher percentage of microbusinesses and SME's than the Inner and Outer London average. We have the second highest percentage of SME's in London, only 0.01% behind the top, and the 4th highest percentage of microbusinesses, only 0.25% difference between Harrow and the Borough with the highest percentage of SME's.

High Level of Complexity

Additionally, the complexity of our checks is also relatively much higher.

- We have disproportionately high numbers of small businesses that don't normally pay business rates and so we don't have up-to-date details on file. We have 3,069 properties with rateable values under £12,000 and around 1,500 businesses which have never provided us with their bank details and contact details because there was no need for them to contact the council as they have been exempt from paying any business rates for several years. We also have a low number of businesses on direct debit.
- Many of our businesses are sole traders and never registered at Company's House. This makes it difficult to check the legitimacy of an application.

Technology Challenged

Finally, our technology is generally 'challenging'. It has taken us longer than most to get people able to work at home where they are socially isolating. We have therefore had a slower start than otherwise would have wished.

What we are Doing

We have teams working seven days a week to process applications and keep Business Owners informed. The latter we are augmenting next week when we will have opened our 'Virtual Surgery' to answer questions. We will also start to contact all those applicants whose claim we have reviewed, but we have found that we do not have sufficient information to process the application. We also continue to engage with the business community to ensure all those who are eligible do apply. Over the last few days we have had another c400 applicants which has significantly closed the gap on those we thought may be missing.

By the end of this week we will have sent out two updates to all applicants. The first noted that we expected to have processed all straightforward grants by the end of May. Thanks to

the hard work of the teams, we are now processing more applicants each day. We hope to have all applications we received by the 20th April reviewed by the 15th May. Some we may not have paid by that date as we need more information, but we will have contacted them to tell them so. All applicants will be informed of this update by the attached letter. Information for those who applied after the 20th April is also in the attached.

The Checks

We are undertaking the minimal prudent checks, as set out in Central Government's Grant Funding Scheme guidance, to ensure we are paying the right Businesses.

Other Councils may be doing fewer checks, but, following discussions with Cabinet, it has been decided that this minimal level of checks is best for the businesses of Harrow, the right thing to do for the public purse and the right thing to do to ensure the stability of Harrow Council's budget position.

It's best for the businesses of Harrow as we need to get the money to the right people.

We have found agencies are trying to take a 'cut' of the funding (up to 40%) which if we don't challenge would mean the businesses that need it are not getting all their rightful entitlement. When we find this situation we are contacting the entitled business directly.

Some applicants have requested payment to a bank account not linked to the business. For others, it has been suggested that we should just issue cheques (rather than try and find the right bank account number) so as to speed up the process. However, we have found that some businesses have moved from one address, currently on our records, to another that we don't know. Some other businesses are using the business ID of the previous business that occupied the building. If we don't ensure we get the right bank account, for the right business we risk getting the grant to the wrong person (and the person who is missed out getting none).

The Government has recently brought on-line two web-tools to support these checks so recognising the importance of these checks and getting the right money to the right people.

It's best for the public purse:

We have a duty to ensure we protect 'the public purse'. The potential in this grant scheme for paying the wrong businesses (and people) is high because of the complexity and the lack of good data. It is what the minimum prudent checks the Government has laid down are there to support.

It's best for our budget stability:

The Government has stated that it will reimburse Local Authorities that pay grants to eligible businesses. It has also stated that any business caught falsifying their records to gain additional grant money will face prosecution and any funding issued will be subject to claw back. Government guidance gives an expectation of reconciliation and audit after the grants initiative has been finished.

We understand that as long as we undertake a reasonable level of checks, Government will reimburse us. This is what we are endeavouring to do.

Summary

In summary, we have had a slow start due to the relatively small size of our team, the proportionally large number of eligible businesses and the lack of good data (and technology). We have made great strides and, with the hard work of the team, are now making good progress. The need for checks on grant applications has been questioned. But we believe it is best for Harrow's business community (although difficult perhaps to understand) as the checks greatly help getting the money to the right people.

We have also significantly increased our communication and support to Harrow's Businesses and we will continue to improve the way we are supporting them with this grant scheme.

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
<i>Grey cells calculate automatically</i>	27/03/20	28/03/20	29/03/20	30/03/20	31/03/20	01/04/20	02/04/20	03/04/20
No. of new cases on today's list	154	208	0	0	237	62	57	61
Total no. on C19 Register	154	362	362	362	599	661	718	779
No. contacted today from today's list *	132	148	0	0	122	44	40	39
No. still to contact from today's list	22	60	0	0	115	18	17	22
No. contacted from any previous day's lists *	N/A	0	42	0	0	61	19	40
Total no. contacted *	132	280	322	322	444	549	608	687
No. still to contact in total	22	82	40	40	155	112	110	92
No response	22	60	11	0	26	112	64	57
Inbound calls	37	0	0	125	134	113	101	143
No. needing food from today's contacts - urgent	62	8	4	0	4	0	8	9
No. needing food from today's contacts - 3+days	0	35	14	0	6	11	9	20
Total nos. needing food	62	105	123	123	133	144	161	190
Medication	2	2	1	0	0	2	0	0
Total needing other supplies	2	4	5	5	5	7	7	7
No. of food deliveries today			45					
No. of food deliveries in total			45					
How many food deliveries still to be done from total			78					
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline	N	N	N	N	N	N	N	N
Shielding Outbound	N	N	N	N	N	N	N	N

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
<i>Grey cells calculate automatically</i>	04/04/20	05/04/20	06/04/20	07/04/20	08/04/20	09/04/20	10/04/20	11/04/20
No. of new cases on today's list	124	269	140	68	213	257	131	114
Total no. on C19 Register	903	1,172	1,312	1,380	1,593	1,850	1,981	2,095
No. contacted today from today's list *	104	153	103	58	158	208	98	88
No. still to contact from today's list	20	116	37	10	55	49	33	26
No. contacted from any previous day's lists *	40	23	62	64	55	40	32	39
Total no. contacted *	831	1,007	1,172	1,294	1,507	1,755	1,885	2,012
No. still to contact in total	72	165	140	86	86	95	96	83
No response	34	99	84	41	45	63	47	21
Inbound calls	35	21	118	137	103	172	104	51
No. needing food from today's contacts - urgent	7	5	12	4	22	10	8	11
No. needing food from today's contacts - 3+days	9	20	18	6	24	23	10	9
Total nos. needing food	206	231	261	271	317	350	368	388
Medication	0	0	0	0	0	0	0	0
Total needing other supplies	7	7	7	7	7	7	7	7
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline	N	N	N	N	N	N	N	N
Shielding Outbound	N	N	N	N	N	N	N	N

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
<i>Grey cells calculate automatically</i>	12/04/20	13/04/20	14/04/20	15/04/20	16/04/20	17/04/20	18/04/20	19/04/20
No. of new cases on today's list	107	115	35	189	48	111	172	39
Total no. on C19 Register	2,202	2,317	2,352	2,541	2,589	2,700	2,872	2,911
No. contacted today from today's list *	60	87	32	106	39	72	158	35
No. still to contact from today's list	47	28	3	83	9	39	14	4
No. contacted from any previous day's lists *	0	15	2	13	51	6	34	32
Total no. contacted *	2,072	2,174	2,208	2,327	2,417	2,495	2,687	2,754
No. still to contact in total	130	143	144	214	172	205	185	157
No response	47	49	22	83	21	24	36	30
Inbound calls	17	49	212	148	115	119	33	18
No. needing food from today's contacts - urgent	4	9	4	9	5	9	13	1
No. needing food from today's contacts - 3+days	8	20	3	11	10	2	10	1
Total nos. needing food	400	429	436	456	471	482	505	507
Medication	0	0	0	0	0	0	0	0
Total needing other supplies	7	7	7	7	7	7	7	7
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline	N	N	N	N	N	N	N	N
Shielding Outbound	N	N	N	N	N	N	N	N

More than 1400 food deliveries made to 30/4. This includes those

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
<i>Grey cells calculate automatically</i>	20/04/20	21/04/20	22/04/20	23/04/20	24/04/20	25/04/20	26/04/20	27/04/20
No. of new cases on today's list	58	94	103	138	66	63	65	26
Total no. on C19 Register	2,969	3063	3166	3304	3370	3433	3498	3524
No. contacted today from today's list *	48	78	89	111	57	40	58	21
No. still to contact from today's list	10	16	14	27	9	23	7	5
No. contacted from any previous day's lists *	21	14	36	12	33	0	33	58
Total no. contacted *	2,823	2915	3040	3163	3253	3293	3384	3463
No. still to contact in total	146	148	126	141	117	140	114	61
No response	11	70	16	25	18	44	20	7
Inbound calls	187	135	96	96	99	28	11	111
No. needing food from today's contacts - urgent	1	12	20	10	16	7	8	17
No. needing food from today's contacts - 3+days	5	10	11	12	12	8	9	19
Total nos. needing food	513	535	566	588	616	631	648	684
Medication	0	0	0	0	0	0	0	0
Total needing other supplies	7	7	7	7	7	7	7	7
No. of food deliveries today	on shielding list and callers to helpline. Central govt notified that to 24/4 that they have also made							
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline	N	N	N	N	N	N	N	N
Shielding Outbound	N	N	N	N	N	N	N	N

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
<i>Grey cells calculate automatically</i>	28/04/20	29/04/20	30/04/20	01/05/20	02/05/20	03/05/20	04/05/20	05/05/20
No. of new cases on today's list	42	136	119					
Total no. on C19 Register	3566	3702	3821					
No. contacted today from today's list *	35	119	88					
No. still to contact from today's list	7	17	31					
No. contacted from any previous day's lists *	17	22	20					
Total no. contacted *	3515	3656	3764					
No. still to contact in total	51	46	57					
No response	12	22	18					
Inbound calls	101	81	75					
No. needing food from today's contacts - urgent	15	12	5					
No. needing food from today's contacts - 3+days	8	13	2					
Total nos. needing food	707	732	739					
Medication	0	1	0					
Total needing other supplies	7	8	8					
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline	N	N	N					
Shielding Outbound	N	N	N					

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
<i>Grey cells calculate automatically</i>	06/05/20	07/05/20	08/05/20	09/05/20	10/05/20	11/05/20	12/05/20	13/05/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu
<i>Grey cells calculate automatically</i>	14/05/20	15/05/20	16/05/20	17/05/20	18/05/20	19/05/20	20/05/20	21/05/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
<i>Grey cells calculate automatically</i>	22/05/20	23/05/20	24/05/20	25/05/20	26/05/20	27/05/20	28/05/20	29/05/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
<i>Grey cells calculate automatically</i>	30/05/20	31/05/20	01/06/20	02/06/20	03/06/20	04/06/20	05/06/20	06/06/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
<i>Grey cells calculate automatically</i>	07/06/20	08/06/20	09/06/20	10/06/20	11/06/20	12/06/20	13/06/20	14/06/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
<i>Grey cells calculate automatically</i>	15/06/20	16/06/20	17/06/20	18/06/20	19/06/20	20/06/20	21/06/20	22/06/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
<i>Grey cells calculate automatically</i>	23/06/20	24/06/20	25/06/20	26/06/20	27/06/20	28/06/20	29/06/20	30/06/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
<i>Grey cells calculate automatically</i>	01/07/20	02/07/20	03/07/20	04/07/20	05/07/20	06/07/20	07/07/20	08/07/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu
<i>Grey cells calculate automatically</i>	09/07/20	10/07/20	11/07/20	12/07/20	13/07/20	14/07/20	15/07/20	16/07/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
<i>Grey cells calculate automatically</i>	17/07/20	18/07/20	19/07/20	20/07/20	21/07/20	22/07/20	23/07/20	24/07/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
<i>Grey cells calculate automatically</i>	25/07/20	26/07/20	27/07/20	28/07/20	29/07/20	30/07/20	31/07/20	01/08/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
<i>Grey cells calculate automatically</i>	02/08/20	03/08/20	04/08/20	05/08/20	06/08/20	07/08/20	08/08/20	09/08/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
<i>Grey cells calculate automatically</i>	10/08/20	11/08/20	12/08/20	13/08/20	14/08/20	15/08/20	16/08/20	17/08/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
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Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
<i>Grey cells calculate automatically</i>	18/08/20	19/08/20	20/08/20	21/08/20	22/08/20	23/08/20	24/08/20	25/08/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
Inbound calls								
No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
<i>Grey cells calculate automatically</i>	26/08/20	27/08/20	28/08/20	29/08/20	30/08/20	31/08/20	01/09/20	02/09/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
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Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

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COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu
<i>Grey cells calculate automatically</i>	03/09/20	04/09/20	05/09/20	06/09/20	07/09/20	08/09/20	09/09/20	10/09/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
No response								
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No. needing food from today's contacts - urgent								
No. needing food from today's contacts - 3+days								
Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
<i>Grey cells calculate automatically</i>	11/09/20	12/09/20	13/09/20	14/09/20	15/09/20	16/09/20	17/09/20	18/09/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
No. still to contact in total								
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No. needing food from today's contacts - urgent								
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Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

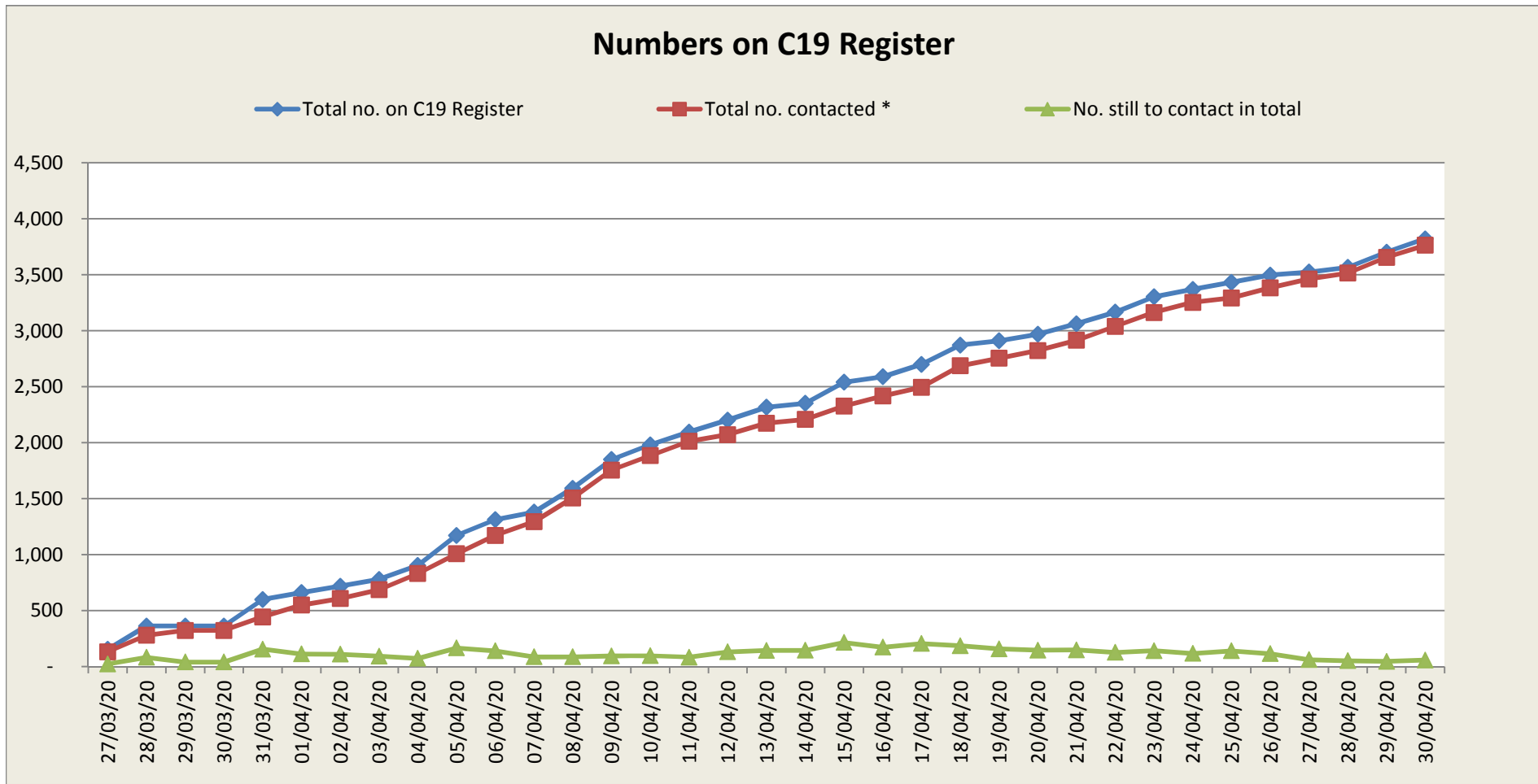
* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
<i>Grey cells calculate automatically</i>	19/09/20	20/09/20	21/09/20	22/09/20	23/09/20	24/09/20	25/09/20	26/09/20
No. of new cases on today's list								
Total no. on C19 Register								
No. contacted today from today's list *								
No. still to contact from today's list								
No. contacted from any previous day's lists *								
Total no. contacted *								
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Total nos. needing food								
Medication								
Total needing other supplies								
No. of food deliveries today								
No. of food deliveries in total								
How many food deliveries still to be done from total								
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline								
Shielding Outbound								

* Excluding no response (counted in rows 12 & 13)

COMMUNITY HUB ACTIVITY FOR PEOPLE ON C19 REGISTER	Sun	Mon	Tue	Wed
<i>Grey cells calculate automatically</i>	27/09/20	28/09/20	29/09/20	30/09/20
No. of new cases on today's list				
Total no. on C19 Register				
No. contacted today from today's list *				
No. still to contact from today's list				
No. contacted from any previous day's lists *				
Total no. contacted *				
No. still to contact in total				
No response				
Inbound calls				
No. needing food from today's contacts - urgent				
No. needing food from today's contacts - 3+days				
Total nos. needing food				
Medication				
Total needing other supplies				
No. of food deliveries today				
No. of food deliveries in total				
How many food deliveries still to be done from total				
Any staffing issues foreseen over next 7 days?	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>	<i>Insert text</i>
Covid Hotline				
Shielding Outbound				

* Excluding no response (counted in rows 12 & 13)

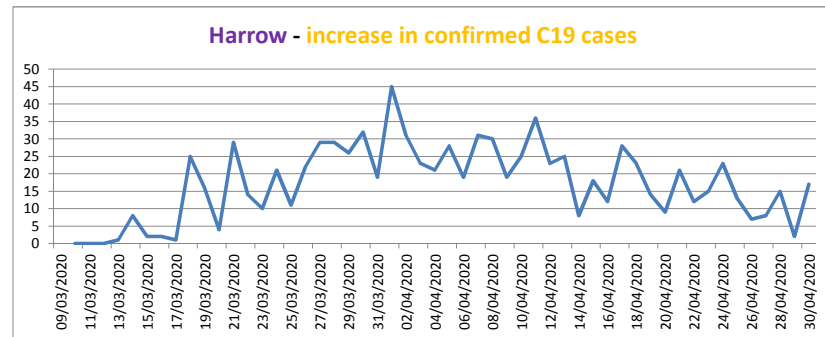
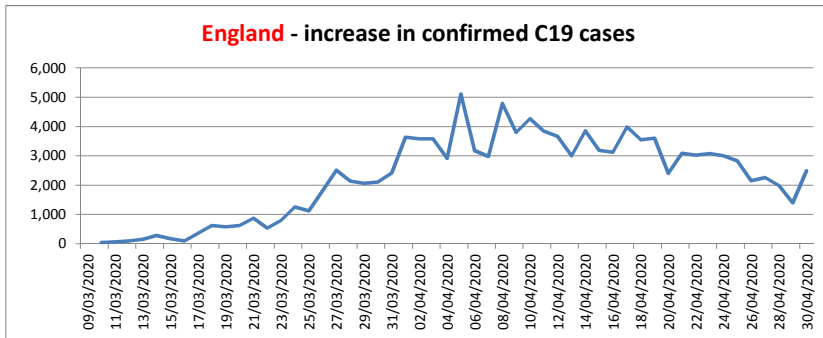
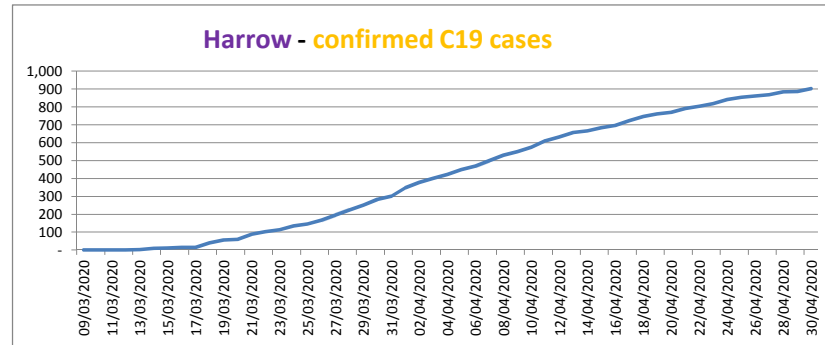
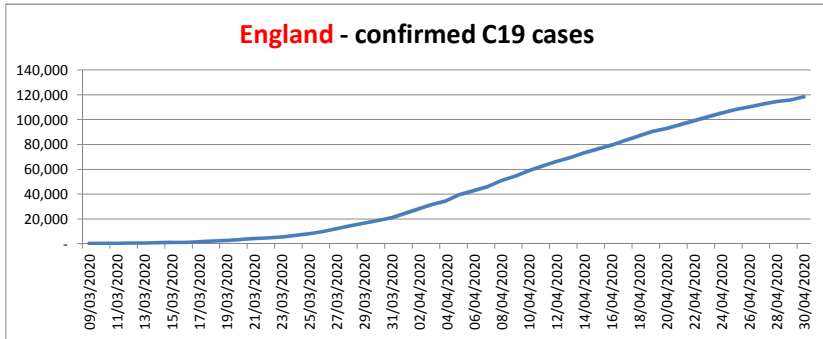


* Excluding no response (counted in rows 12 & 13)

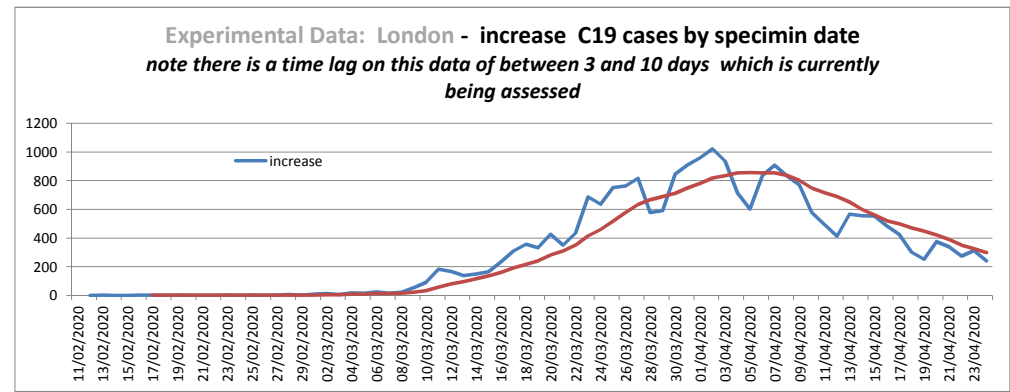
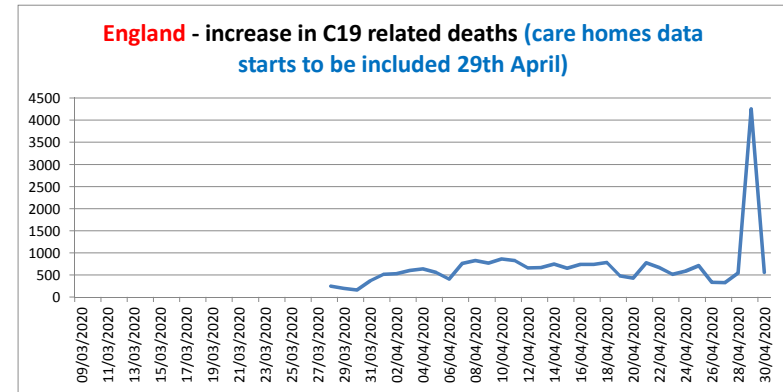
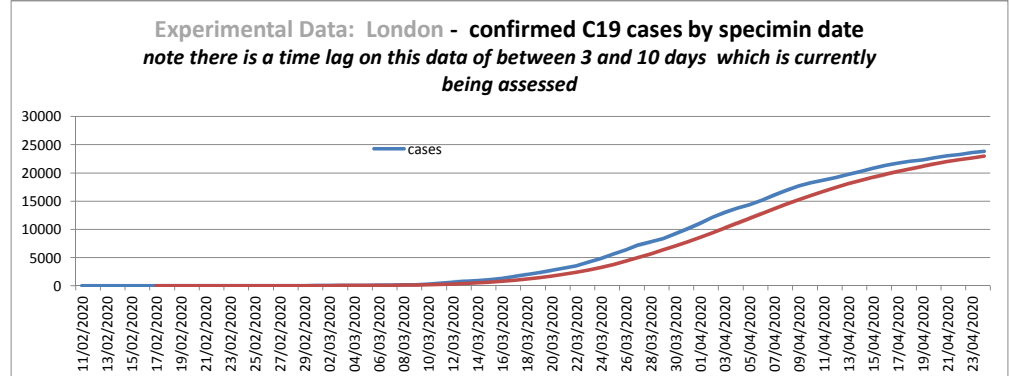
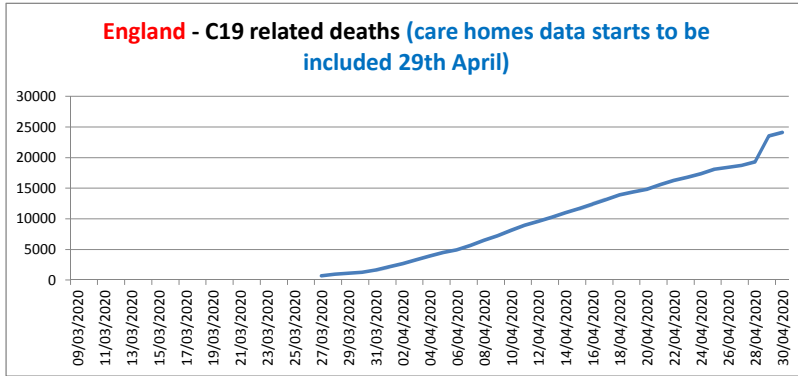
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Covid-19 Daily Data

Thurs 30.4.20



Covid-19 Daily Data



Covid-19 Daily Data



Area	Details	Source	Target	11.4.20	12.4.20	13.4.20	14.4.20	15.4.20	16.4.20	17.4.20	18.4.20	19.4.20	20.4.20	21.4.20	22.4.20	23.4.20	24.4.20	25.4.20	26.4.20	27.4.20	28.4.20	29.4.20	30.4.20	RAG	Comments
Daily LRF SitRep	Number of services marked '4' - Unable to undertake urgent/essential responses (requiring mutual support)	Matt Shaw, EP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G	
Daily LRF SitRep	Number of services which will fail without intervention within 3 days	Matt Shaw, EP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G	
Daily LRF SitRep	Number of services which will fail without intervention within 7 days	Matt Shaw, EP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G	
Daily LRF SitRep	Number of services which will fail without intervention within 14 days	Matt Shaw, EP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G	
Social care & health	Referrals from NHS of those with health conditions that put them at risk (running total)	Jonathan Milbourn	N/A	5065	5065	5065	5065	5065	5056	5056	5056	5056	5056	5056	5056	5056	5056	5056	5056	5056	5056	5065	5065		Long list of 3125 from hospital and GP records received on Friday 3rd. Additional cases from register added for the first time on 10.4.20
Community Hub	Number of people contacted through community hub (running total)	Jonathan Milbourn/Mar k Gwynne	N/A	2012	2072	2174	2208	2327	2417	2495	2687	2754	2823	2915	3040	3163	3253	3293	3384	3463	3515	3656	3764		Running total of numbers of vulnerable residents contacted
Business Grants	Grant applications received												2400										2600		
Business Grants	Grant applications processed																						1250 (48%)		
Business Grants	Grant applications awarded											663											785 (30%)		
Business Grants	Value of awards																						£14.49m		Currently processing around 200-250 per week. This is likely to see us clear the near 950 outstanding applications received up to 20/4/20 by 15/5/20 and the rest received post 20th of April by the end of May
C19 Helpline	Number of calls to the Council hotline	Jonathan Milbourn	N/A	51	17	49	212	148	115	119	33	18	187	135	96	96	99	22	11	111	101	81	75		Incoming calls to Council hotline - reported one day in arrears. Note large increase after 90,000 leaflets delivered around 20 April
Children & families	Number of schools open	Patrick O'Dwyer	N/A				40	40	40	40				55	55						57				Out of 60 state schools & including alternative provision. A further 3 private schools open. Numbers lower during holiday period.
Children & families	Number of key worker children without a school place	Patrick O'Dwyer	0			0	0	0	0	0				1	1						1			A	1 child needs special school place and is being assessed by CYAD
LA staff talent hub	Number/capacity of volunteers from local authority	Vishal Seegoolam/ Elaine McEachron	N/A	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88		Note that original figure given on 26.3 was then reduced due to a number of staff needing to self isolate
LA staff talent hub	Number deployed	Vishal Seegoolam/ Elaine McEachron	N/A	42	42	42	42	42	42	42	42	42	42	42	53	53	53	53	53	53	53	53	53		9 - Hardship Fund 8 - Foodbank at Harrow Leisure Centre 13 - Access Harrow Vulnerable Residents 2 - to cover planning in Access Harrow 10 - Drivers for food deliveries 9 - Parks and open spaces 2 Programme Management Office
IT	Number of P1 incidents	Catherine Little	0				0	0	0	0			0	0	0	0	0				0	0	0	G	All IT indicators reported one day in arrears
IT	Number of staff accessing IT remotely	Catherine Little	N/A				1035	1081	1008	945			1042	1109	1102	1101	1000				1118	1152	1153		
IT	Helpdesk requests	Catherine Little	N/A				18	24	25	20			13	28	39	43	29				46	51	54		
IT	Helpdesk incidents	Catherine Little	N/A				41	35	45	30			107	117	84	52	34				74	59	91		Directive issued on 27th March to route issues through Directorate rep. Calls direct to IT reintroduced 8/4.

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Covid-19 Weekly Data



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Area	Details	Source	w/c 18 March	w/c 23 March	w/c 30 March	w/c 6 April	w/c 13 April	w/c 20th April	w/c 27th April	Comments
Access Harrow	Number of visitors to Reception	Jonathan Milbourn			840	713	823	1031		Data will now be reported weekly
Access Harrow	Housing and homelessness enquiries at Reception	Jonathan Milbourn			16	15	16	14		Data will now be reported weekly
£1.392m MHCLG Hardship Fund Grant	Non-Discretionary support - £150 council tax awards to CTS recipients	Fern Silverio					See update re software	See update re software	See update re software	Total support to be awarded anticipated to be £950k initially based on our current number of CTS recipients. Rebilling will be supported by a software change, and Northgate, the software supplier, expect it to be ready in early May. If all goes well, and Harrow IT can implement changes quickly, we could automatically award the £150 to around 6,400 qualifying accounts by mid May.
£1.392m MHCLG Hardship Fund Grant	Further Non-Discretionary Support - £150 council tax support award for those who are yet to claim CTS in 2020/21	Fern Silverio					0 awards £0 total	0 awards £0 total	0 awards £0 total	Further to MHCLG additional guidance issued on the 16/4/20, LA's must also use the Hardship Fund Grant to support any new additional CTS case that may materialise in 2020/21. As such £300k has been set aside for these cases. Indications are that DWP has seen an increase of potential new cases and Harrow will be sent details within 5 weeks or so regarding first tranche which may have as many as 500. Estimates are that we may have up to 2,000 new additional working age claims by the end of June on top of the current 6400 at present.
£1.392m MHCLG Hardship Fund Grant	Discretionary CTax Support via S13a Hardship Relief - to alleviate Council Tax in cases where tax payer experiencing short term financial hardship	Fern Silverio					2 cases	2 cases	2 cases	Likely to have cases mixed in with normal council tax correspondence received. These will be dealt with as we process work. Also looking at pro-active initiatives where this support will be granted to those where pre 2020/21 debts are with enforcement agents if this supports them being able to subsequently pay 2020/21 council tax. Around £90k set aside for this
£1.392m MHCLG Hardship Fund Grant	Discretionary Support via Local Welfare Scheme (Harrow Hardship scheme) re immediate cash need- to alleviate Council Tax in cases where tax payer experiencing short term financial hardship	Fern Silverio					345 apps 17 awards £4755 total	413 apps 24 awards £7012 total	464 31 awards £8100	Assessments are taking place, many of the initial applications have been signposted to other benefits or asked to reapply when last salary payment is used up. Most applicants have savings and have needed no financial support although they have been sign posted elsewhere as may have had other needs. £50k allocated to this discretionary welfare scheme
Business Grants	Eligibility for Business Grants	Fern Silverio					3320	3320	3320	Now moved to daily section Scheme 1 Small Business Grant £10,000 x 1904 Scheme 2a - Retail, Hospitality and Leisure Grant£10,000 x 266 Scheme 2b - Retail, Hospitality and Leisure Grant£25,000 x 1150
Social care & health	No. of ASC clients considered to be at high risk (inc. indications from care agencies)	Jonathan Kilworth		1900	1900	1900	1267	2572	2527	Initial long list further refined from Mosaic system , MH data and new information from providers
Social care & health	Number contacted by Adults Social Care	Anne Mosely, Virginia Wilkinson					150 (12%)	828 (32%)	1051 (42%)	ASC are calling vulnerable service users based on prioritised lists provided by Business Intelligence. New 'C19 contact' introduced 1st April, total contacts is a combination of this new contact episode plus other contacts since 15th March
Housing	Percentage of urgent repairs undertaken within target time over the past seven days	Nick Powell	96% (116)	99% (137)	94.1% (125)	99.2% (73)	96.2% (70)	97.4% (105)	98% (79)	
Housing	Total number of homelessness approaches over the past seven days	Nick Powell	39	30	22	49	20	63	40	Update at 28.3.20: The 63 approaches between 16 and 22 April were not all homeless. There has been a slight rise in actual homelessness, mainly due to sofa surfers no longer being able to stay with friends, so needing accommodation to stop them becoming street homeless. This is partly due to outstaying their welcome, partly due to fear of the virus and overcrowding and perhaps some single homeless seeing this as an opportunity to obtain permanent or social housing. (For context, we housed 2 single applicants yesterday and 2 today). Very few families are currently becoming homeless, as landlords generally can't evict and families are willing to keep their children/grandchildren living with them during this emergency. A lot of the new enquiries are about longer term concerns of homelessness due to financial pressures, of reduced income or unemployment and the inability to pay some or all of the rent. The current support schemes do not meet all rent payments for families with slightly higher incomes whose rent is above Housing Benefit levels. There could be an enormous surge in evictions when the restrictions are lifted unless we can work with families now to find solutions and help meet rent shortfalls.
Housing	Total number of social rented lettings made over the past seven days (council and via housing association)	Nick Powell	7	2	1	0	8	18	12	
Housing	Total number of lettable voids within the council stock (social housing lets - i.e. not Temporary Accommodation, shared ownership, etc.) that became available for re-let over the past seven days	Nick Powell	3	3	3	1	0	1	1	Viewings are on hold due to Coronavirus
Housing	Total number of families (households including children) currently residing in single room accommodation and unable to self-isolate (applies only to households placed by the local authority)	Nick Powell	23	26	20	18	16	14	15	This is the number of households with children sharing facilities in B&Bs/hostels, not the number of rooms they are accommodated in, as larger families need more than one room.
Housing	Rough sleepers placed in accommodation	Nick Powell		8	9	11	13	15	15	

Covid-19 Weekly Data



Area	Details	Source	w/c 18 March	w/c 23 March	w/c 30 March	w/c 6 April	w/c 13 April	w/c 20th April	w/c 27th April	Comments
Housing	Gas safety checks	Nick Powell			99.9%	99.9%	100%	100%	99.7%	
Housing	Water hygiene	Nick Powell			100%	100%	100%	100%	100%	
Housing	FRAAs and asbestos surveys	Nick Powell			100%	100%	100%	100%	100%	
Environment	Flytipping – to track any increase due to recycling centre closure	Jon Wilson		120	78	115	122	49		
Environment	Travellers sites in the borough	Jon Wilson		0	0	1	0	0		Travellers currently reported in Barnet and Brent

Covid-19 Frequently Asked Questions and Themes Arising



Area	Details	Freq	Source	Themes
Communications & FAQs	Resident FAQ themes - exception basis, number of visits to C19 webpages, data from helplines	Weekly	Jonathan Milbourn	3125 calls on C19 helplines received to 30 April. Website is now populated based on FAQs from residents. Website hits data is available monthly.
Communications & FAQs	Members FAQ themes - exception basis	Weekly	Charlie/Hugh	
Communications & FAQs	Staff FAQ theme	As often as significant number of questions come through. Tends to spike after staff briefings	Leanne	See table below
Communications & FAQs	Issues arising on social media etc	Each Monday (to include weekend) and Thursday	Masooma	Update from Masooma with input from Fern at 27th April - Council tax queries continue. Most individual queries coming back to say they have had no contact or no way of getting help. A mix of – wrong name on bill, overpayment and unique queries on CT. - Social distancing queries. In the main these are being passed to the Revenues back office and for straight forward queries Richard's Team doing a fantastic job in resolving these. However we do need Revenues back office to have more capacity to enable justifiable queries and non generic issues to be properly responded to or actioned. Unfortunately most staff are tied up in Grants payment work and simply not available for another 2-3 weeks so we can provide a full service.

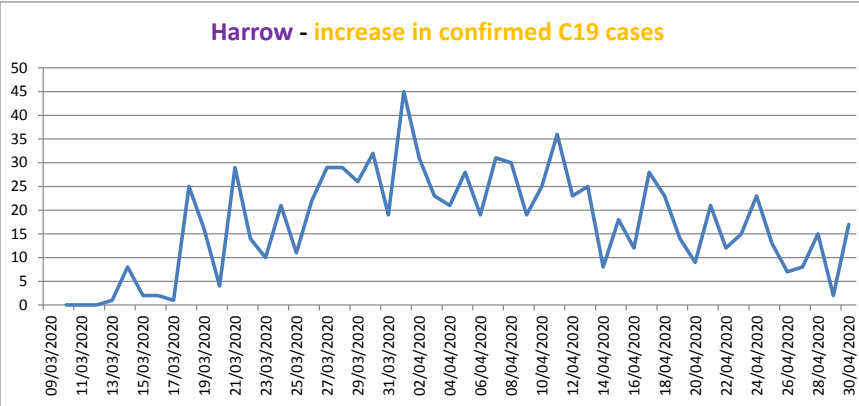
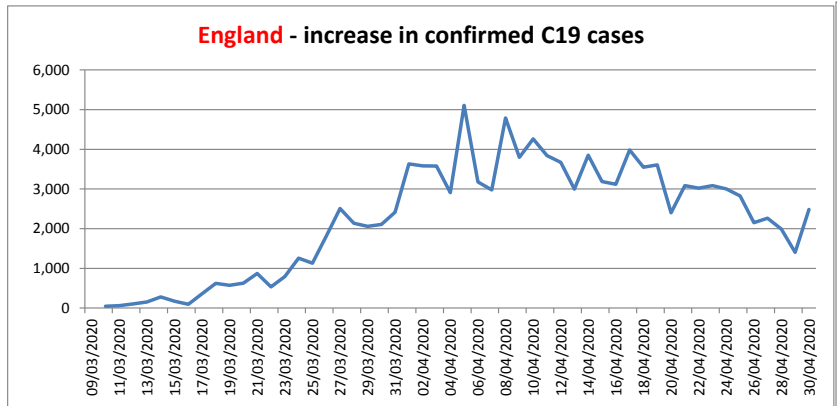
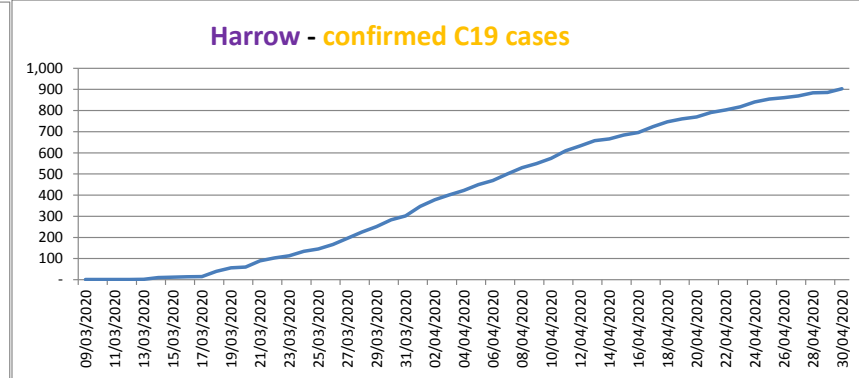
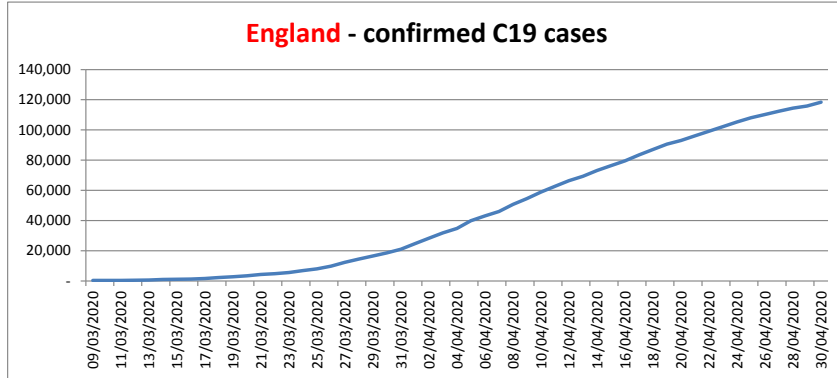
Staff Questions from Communications Inbox - up to 19th April	
	<i>Post Sean's Conference call on 15.4.20</i>
IT / Connectivity	Most common staff questions to communications were around remote working, connectivity and phone policy. Plus suggestions re video technology (which will be available after Windows 10 upgrade)
Staff Questions from Communications Inbox - up to 7th April	
	<i>All post Sean's Conference call on 31.03.20</i>
IT	Bedford House – Pinner: request for WiFi to enable residents and their families to remain connected – being actioned by Head of Service
	Own Devices – a number of emails from people at home unable to access Harrow IT and waiting on the use own device link
	Screen message on laptops: Can the screen message be updated as we have moved on from the first step advice issued. We need to be uplifted not be reminded by a black message reflecting the dire straits that we are presently all facing.
	Personal emails: A number of emails requesting all staff updates to be sent to personal email addresses. Comms have added all requests to our distribution list.
	Security password on work phone: Request to extend the length of time before the phone locks. IT provided a response. No plans to review the policy at this point.

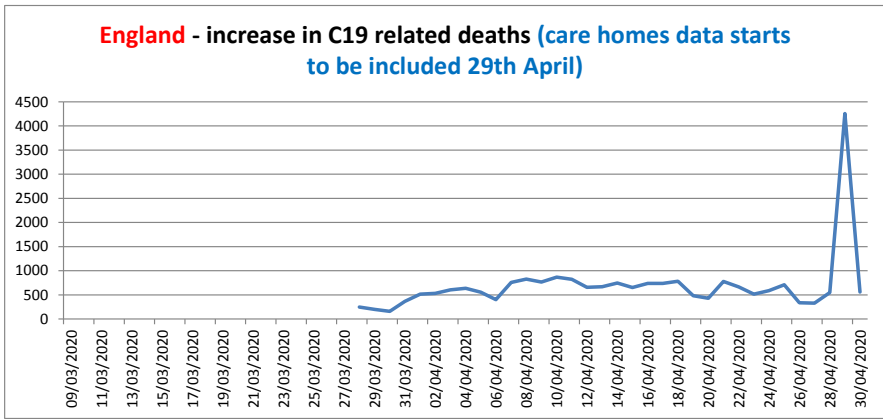
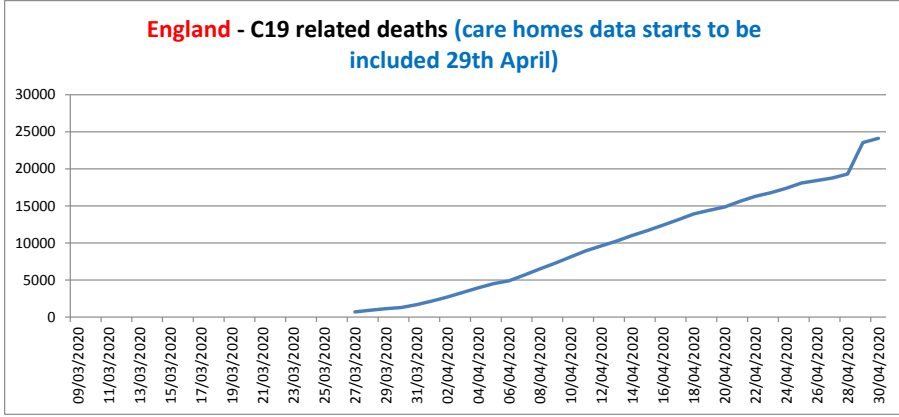
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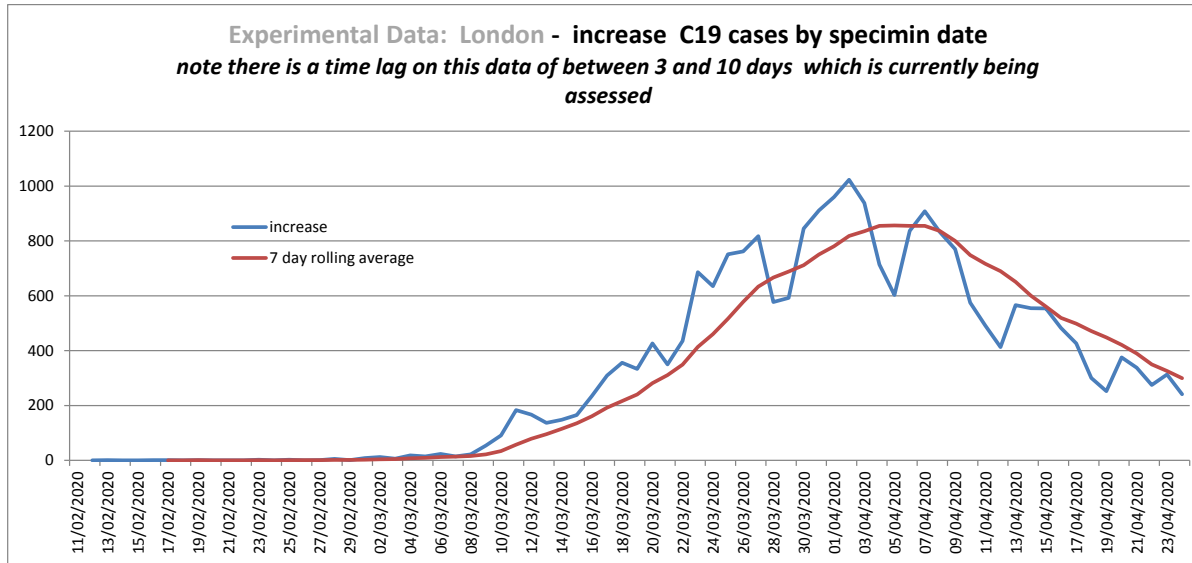
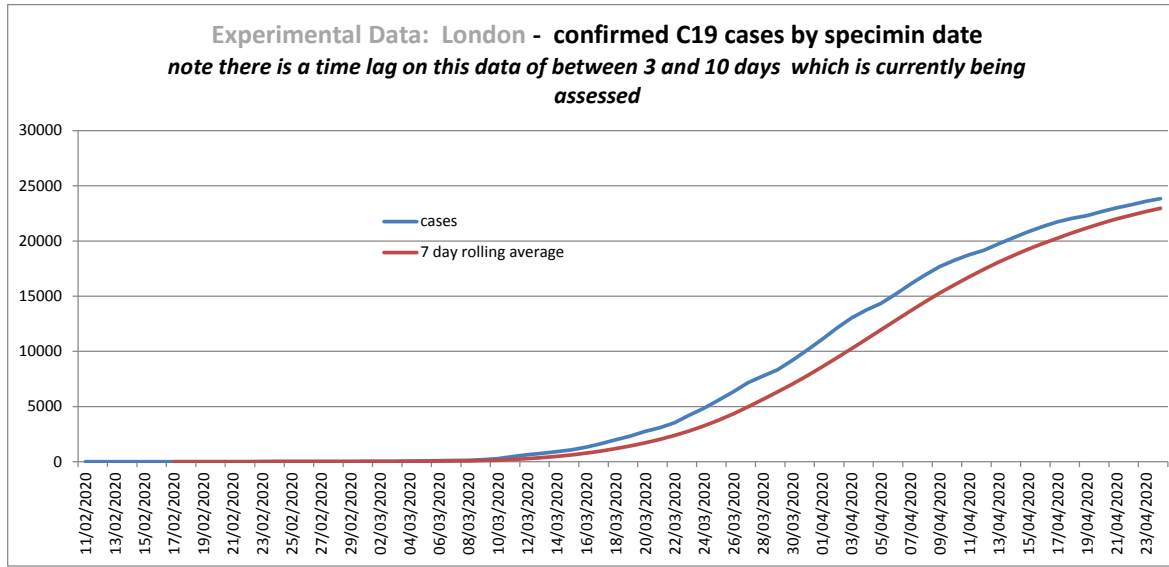
C19 Charts as at 30.4.20

<https://coronavirus.data.gov.uk/>

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1 May 2020

Dear Business Owner,

Thank you again for your patience as we work through all the business grant applications. We know how important this is for you.

First, let me assure you we have received your application and are processing it as quickly as possible. I wanted to give you an update on when you are likely to receive your grant and what you can do to help us process your application faster.

We are continuing to work 7 days a week and have doubled the size of our team to process the 2,200 applications we have received so far. To date, we have worked through 1,200 applications. We have paid £13.5m to 738 eligible businesses where we have all the information needed to make payment. There are over 250 applications where we will need to get in touch to ask for more information.

If you submitted your business grant application on or before 20 April

We expect to get through your application by the 15 May. By then, we will have paid those applicants which meet the following Government criteria:

- receiving Small Business Rate Relief (SBR) on 11 March 2020
- receiving Retail Discount on 11 March 2020
- entitled to receive Expanded Retail Discount on 11 March 2020
- have a rateable value below £51,000 and
- in occupation of the property on 11 March 2020 and showing as the business ratepayer on Harrow's records
- not a liquidated or dissolved company.

If you do not meet these criteria OR if we do not have the necessary information or documentation about your business on our files, we will contact you for further details. Once we have those, we will assess if you are eligible and will aim to pay you by the end of May.

The information we require may include:

- a copy of your bank statement
- a copy of your lease / tenancy or license agreement showing that you are and were the legitimate occupier as at 11 March 2020
- an application form for small business rates relief / retail relief.

If we request more information from you, please send this to us as quickly as possible. Without this, we will be unable to pay you.

You may have been sent or have information at your business premise which you need in order to complete your application. If you need to visit your premise, please follow all social distancing guidelines.

If you submitted your business grant application after 20 April

If you applied for a Business Grant after 20 April we will start to process your application from 16 May.

If you have not heard from us by the end of May or have run out of money to pay bills please email us at support4business@harrow.gov.uk

We are doing everything we can do ensure the right money goes to the right businesses as quickly as possible. The checks we are doing are essential to prevent fraud. Unfortunately, we've already seen cases of people trying to access grants they are not entitled to or to divert funds from the businesses that are entitled to them.

For further information on other support available to businesses, please visit harrow.gov.uk/coronavirus-covid-19/support-businesses-employers or gov.uk/business-coronavirus-support-finder

Thank you again for your continued patience during this incredibly difficult time.

Kind regards,

CLlr Adam Swersky
Cabinet Member for Finance and Resources

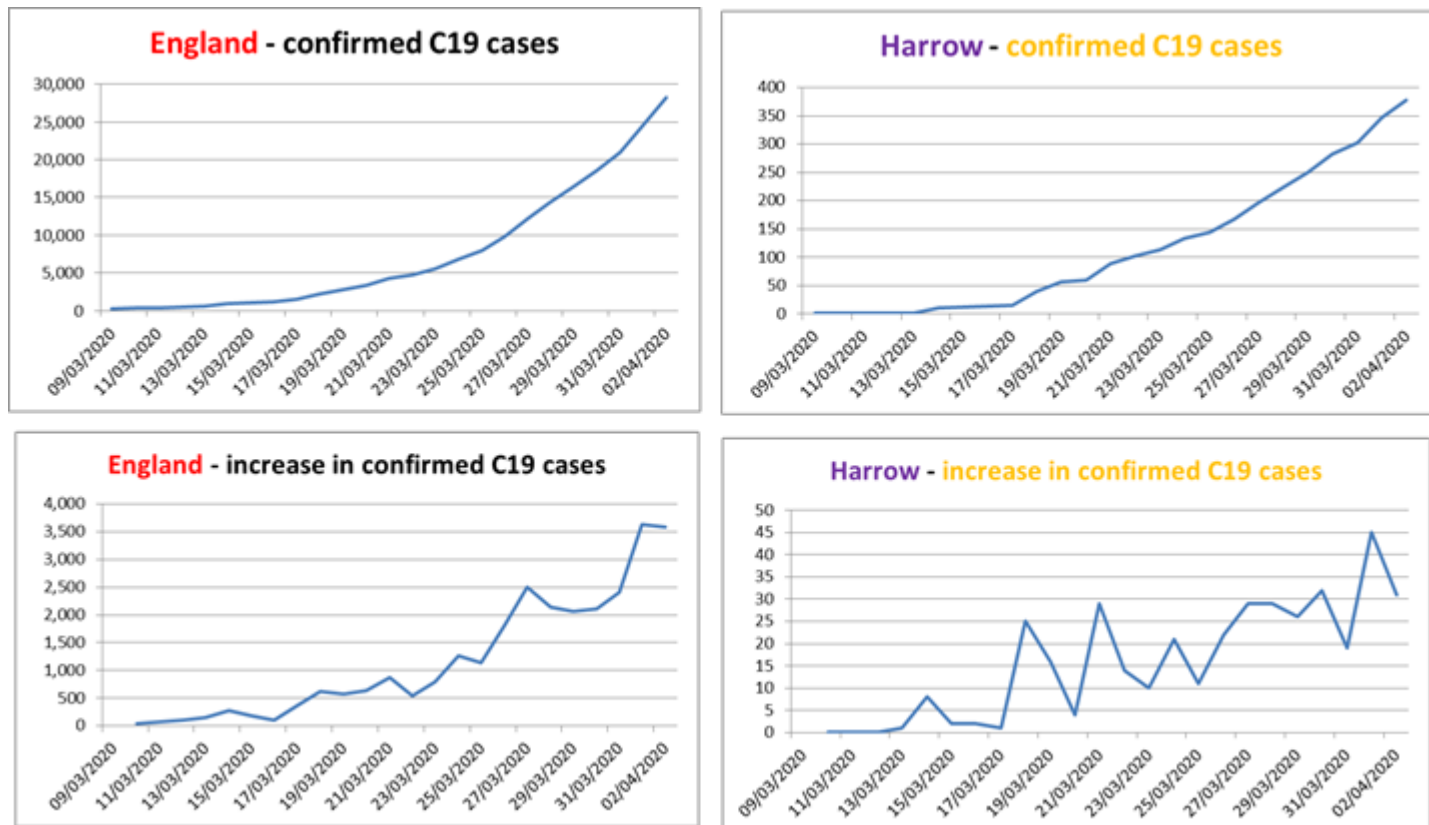
From: Charlie Stewart
Sent: 03 April 2020 21:06
Subject: Covid-19 Update

Dear Councillors

End of week update

National Picture

I thought a few pictures may help express the national picture today:



Note that there will be many more people who have had Covid-19 that appear in these graphs.

Our services

Our services continue to cope and the forecast remains that we can continue to provide critical services over the next two weeks (at least). Next week we are planning from which non-critical functions we can move staff to support critical services (just in case). We are also ensuring resilience over the Easter break. You will appreciate that most staff will be working, instead of taking their normal holidays, but we do need to ensure that our hard working people taking at least a short break to re-charge their batteries.

Staffing levels in **Adults' Social Services** remain at approx. 70-80% and there continue to be no delayed discharges from hospital for Harrow residents. As part of our forward planning next week, work is underway with local care provider market to build confidence for anticipated surge.

The vast majority of **schools** in Harrow will be open over the Easter holidays and no children of key workers are without a school place. The number of children attending our schools remains stable at approx. 300-350. The DfE have confirmed the National offer day for Schools Admissions will go ahead on 16th April. We are prepared to meet this requirement.

In **Children's Services** a 7-days a week service will be in place for the foreseeable future so as to ensure that child safeguarding requirements are fulfilled. We are trying other means of contacting for those children where the risk is not identified as high [E.G skype, zoom etc]. Interestingly, the number of serious youth violence incidents in the community has reduced since lockdown.

The new Deputy Director of **Public Health** is settling in and staffing levels within Public Health team have strengthened as result of staff returning from self-isolation.

Our **Housing Services** continue to operate well with emergency repairs and urgent repairs being mostly completed within target timescales and other critical services, such as gas safety checks, running. Universal Credit applications are increasing for our council tenants and we are seeing direct debits being cancelled. We are also monitoring rent arrears closely as we are expecting an increase. Caretaking services are under pressure due to staff isolation and are working at only 50% capacity. Other housing staff are being asked to cover monitoring of communal areas for any hazards that might constitute fire risks. The contacting of known vulnerable households living in council property, using volunteers identified within Housing Services, is now underway. The most frequent feedback so far is of loneliness and isolation. We are considering how we can best assist or refer.

Waste Services continue to work hard to keep all bins emptied and main routes clean. Just as a reminder ... We are suspending the garden waste collection service (from Monday).

Public Protection officers are on our streets, along with Kingdom officers, to maintain a public presence and there will be an increased focus this weekend on parks and open spaces to ensure social distances and no unauthorised gatherings. Also on our streets, the interim parking and enforcement policy has been introduced to provide clarity for users and we have ceased all but emergency highway works.

Community Support

The Community Hub continues to support both those in the Borough most susceptible to the virus and those made most vulnerable because of self isolation; so critical to ensure safety.

The Hub has contacted 608 residents so far and food has been delivered to all those residents who were on the government's list of most susceptible and who asked for help. The total government list of 3125 residents (most susceptible to the virus) has been received today. Although all these people have been given the chance to contact the government help-line, to ask for help if they need it, we will also, over the coming week, make contact with them to ensure they are OK.

Business Support and Council Finance Update

The majority of our business support is up and running:

- Business Rate Relief advice is on the Council's website
- Small Business Grants – The Council has received its allocation of £42.2m. The policy and application process is expected to be live in the Council's website today. The Council will be using the government's tool to administer this scheme to ensure grants are allocated to those who meet the criteria and to prevent fraud.

And to support residents, the Hardship Fund (£1.4m) policy and application form is live on the Council's website. As a minimum, 6,442 working age residents on CTS will receive their £150 reduction in their CT bill. We will also suspend fees and charges increases that were due to be implemented with a further review date of 2nd July. This obviously will lead to a further loss of income and adds to the significant increase in our costs as we fight Covid-19.

And to ensure we keep the Council going:

- It is crucial that, whenever possible, residents continue to pay their Council Tax. The procedure for Council Tax reminders will remain in place and the reminders to residents will include a letter offering support, but also explaining the importance of paying Council Tax to support vital service provision.
- We have received from Government the first emergency funding of £6.3m to support our loss of income and additional expenditure. A great help, to start with

Our People

We now see over 1000 people on-line working from home; a massive difference to the average of just over a hundred before the crisis. Home working is starting to get into the DNA of the organisation. Next week we will roll out Bring Your Own Device which will allow people (and Members) to use their own IT to log

onto their Harrow accounts. We will also start to roll-out the new devices (MS Pros etc). Roll-on new technology

As always.....

Precaution is better than cure so please stay at home unless absolutely necessary.

And

Please stay safe and look after each other (and the NHS and Social Services)

Charlie Stewart
Corporate Director Resources
Internal: 6650
External: 020 8736 6650
Mobile: 07849 628765
charlie.stewart@harrow.gov.uk

BUILDING A **BETTER**
HARROW

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COVID MANAGEMENT PLAN – BUSINESSES AND OPEN SPACES (MAY 2020)

Introduction

Harrow has 84 open parks and spaces, as well 33 allotment areas. **Appendix 1** gives an overall outline but in summary:

- Unlimited exercise by people, and can travel to anywhere in England to carry this out
- Sunbathing, sitting and some sports allowed in parks but social distancing must be in place
- Golf, angling and tennis allowed alone or with one other person, who can be from a different household (but 2m rule applies).
- Green gyms and playgrounds remain closed
- Two people from different households can meet in open space 2m apart
- Fines from Police increasing to initial £100 from £60 that increases on each offence to a maximum of £3200 per offence per person

In terms of Businesses, **Appendix 2** gives an overall outline but in summary:

- People can return to work only if they cannot work from home and their work is one that is allowed to be open
- Only essential retail allowed, most prohibitions remain, and social distancing must be in place in any business that is open.
- H&S Advice in place for workplaces and social distancing and risk assessments must be in place for staff and customers
- Prohibitions remain in place for use where non-essential businesses are found

Proposed Plan

- The intent of the action plan is to keep all parks and allotments OPEN but minimise the risks associated with them. Therefore the following approach will be applied:
 - Parks and Open spaces are there to facilitate exercise but not for gatherings (e.g. football for same household not groups of different ones)
 - Highly visible presence by Police, Council staff, allotment lead tenants and friends group and light touch enforcement, with emphasis on education and engagement
 - Signage on the entrance of most parks around social distancing and extra signage is in place to emphasis rules and banned areas (especially play areas and gyms) and will be reiterated through regular social media communications
 - All playgrounds and gym equipment remain taped off
 - Council tennis courts to reopen but basketball courts to remain closed as they are team sports
 - Police provided with all parks, spaces and allotment so can task into their patrols, including RAG status, on daily basis
 - All parks checked to ensure measures still in place daily
 - All main business districts will be proactively checked daily

Resources

Resources are allocated on a daily rota, with a week done in advance including the weekend. This rota also includes details of issues arising from parks and other spaces, and is provided as part of the Bronze update every morning by 9am

Officers will be proactively targeting hot spot business and park areas, and be in a position to react to any issue that arises. Additionally Police will continue with resources on Borough both normal (Safer Neighbourhood Teams) and extra bronze patrols.. The Bronze Group dial (Harrow, Barnet, Brent, Police and LFB) in will continue each morning (except Sundays) and will allow intel to be shared amongst the Police and Council, and tasking to vary dependant on need

Officers from Community & Public Protection, Kingdom and CEOs will be present every day, monitoring all parks and concentrating on main sites. This will be supported by:

- ✓ Park User Groups and Allotment Leads –have presence in the relevant parks
- ✓ Council staff (CEO and parks officers etc) that will be on standby in case of any closure.

- ✓ 9 volunteers from the Council volunteer hub in place and helping with eyes and ears across Borough

Communications

All teams will feed into a central whatsapp group to collate, triage and task resources as needed. Any large gatherings or immediate problems will be reported directly to the Police Bronze Command for Police to attend. All of this is co-ordinated by a designated Manager for the day and is set out at the bottom of the staffing schedule on the spreadsheet.

Communications provide proactive messaging over social media in the lead up to, and continuing over, weekends. They also form part of the whatsapp group so can feed in intel from social media, as well as get real time messaging back out to residents

MPS will lead on “action based” communications and we will share, retweet and update our website on a required basis.

A status report will be provided to Harrow Gold Command every morning at 09:30(BCU normally meet at 08:30) then at noon and finally at 16:00 this can then be cascaded to all Councillors and other groups as Gold require

Facility closures

While the intention is to avoid any park or allotment closure, contingencies are in place to close if needed. This is not likely to be a blanket closure, but those that go beyond the control of officers and Police to ensure safety. To this end, all parks that can be closed have been identified and relevant locks / chains made available.

For those that have no gates / fencing, contingency plans are being put in place with Trimlock and relevant companies to step in and put temporary fencing and secure sites. This includes if only certain aspects (e.g. gym equipment etc) needs securing

Officers on site will be tasked to that park to assist in clearing it and securing it temporarily until more permanent measures are put in place.

In addition to deployed team and on call team of officers is being put in place for the weekend in to come and assist, and will remain on standby but not attend site unless needed.

Closures will be based on risk / evidence for each park, and any closures will take place based on this RAG status to ensure the highest risk parks are made safe quickly. Only 4 high risk parks cannot be shut through conventional means, and of those that have shown potential issues in the last 2 weeks only 1 has no lockable gates.

This plan has been tested with the closing of Chandos Rec on Easter Weekend, and works.


In terms of businesses, a clear process for compliance has been put in place, again being engage, explain, encourage and then enforce. This includes use of prohibition notices under covid regulations, as well as use of existing health and safety powers







Park Car Park Closures (Appendix 3)

Car parks associated with parks will remain closed to help facilitate the Government and Council push towards people walking and cycling more. Should people need to drive, parking restrictions in nearby roads are still suspended.

This push towards a new era of greener and healthier travel will also form part of the communications plan

Some of the rules about what you can do have changed – this is why we are asking everyone to Stay Alert

 As long as you stay 2 metres away from people outside your household, from today you are allowed to do the following:

-  spend time outdoors - for example sitting and enjoying the fresh air, picnicking, or sunbathing
-  meet one other person from a different household outdoors
-  exercise outdoors as often as you wish
-  use outdoor sports courts or facilities, such as tennis or basketball courts, or golf courses - with members of your household OR one other person outside your household
-  go to a garden centre
-  Estate agents' offices can open; Viewings - both virtual and in person - are permitted

 As with before, you cannot:

-  visit friends and family in their homes
-  exercise in an indoor sports court, gym or leisure centre, or go swimming in a public pool
-  use an outdoor gym or playground
-  visit a private or ticketed attraction
-  meet more than one person outside your household, except for a few specific exceptions set out in law (for work, funerals, house moves, supporting the vulnerable, in emergencies and to fulfil legal obligations)

If you or someone from your household is showing coronavirus symptoms, you must self isolate. This is critical to staying safe and saving lives.

You should also continue to wash your hands more often, for 20 seconds, and follow the guidance on hygiene.

APPENDIX 2 – BUSINESS OPENING DECISIONS

IF CONDUCTING ONE OF GREEN AREAS CAN OPEN BUT CANNOT RETAIL OR HIRE ANYTHING ELSE APART FROM ESSENTIAL ELEMENT

E.g.

M&S can sell food but not clothes
Café can sell takeaway but not sell mugs etc

IF CONDUCTING ONE OF RED AREAS CANNOT OPEN

IF CONDUCTING ONE OF AMBER AREAS CAN TRADE BUT WITH RESTRICTIONS

E.g.

Car washes (with social distancing and no internal cleaning)
Phone repair shop but no selling retail items

OPEN

- food retailers, including food markets, supermarkets, convenience stores and corner shops
- off licences and licensed shops selling alcohol (including breweries)
- pharmacies (including nondispensing pharmacies) and chemists
- newsagents
- homeware, building supplies and hardware stores
- petrol stations
- car repair and MOT services
- bicycle shops
- taxi or vehicle hire businesses
- banks, building societies, credit unions, short term loan providers, savings clubs, cash points and undertakings which by way of business operate currency exchange offices, transmit money by any means or cash cheques which are made payable to the customer
- post offices
- funeral directors
- laundrettes and dry cleaners
- dental services, opticians, audiology services, chiropody, chiropractors, osteopaths and other medical or health services, including services relating to mental health
- veterinary surgeons and pet shops
- agricultural supplies shops
- storage and distribution facilities, including delivery drop off or collection points, where the facilities are in the premises of a business included in this part
- car parks
- public toilets
- Garden Centres
- Outdoor courts

CLOSED

- Any premise selling food & drink for consumption on premise (except hospital, work, care home, school, homeless premise or prison)
- Restaurant, Bars and public houses (unless doing takeaway only, preferably delivery)
- Cinemas, Theatres, Nightclubs
- Bingo halls, Concert Halls, Casinos
- Museums, Galleries, Auction Houses
- Betting Shops
- Spas, Nail, Beauty, Hair salons and Barbers
- Massage Parlours, Tattoo and Piercing Parlours
- Skating Rinks, Indoor Fitness, Studios, Gyms, Swimming Pools, Bowling Alleys, Amusement Arcades or soft play areas or other indoor leisure centres / facilities
- Indoor and outdoor funfairs
- Playground, indoor sports courts and outdoor gyms
- Outdoor markets (except for stalls selling food)
- Car Showrooms

ALSO:

- Any tables and chairs adjacent to food business (even if not provided by the business) is to be treated as part of the premise and not used

ALLOWED

- Any service not listed under Closed, but cannot offer any retail aspect unless meets green criteria
- Retail premises not allowing customers in premise but taking remote orders and arranging deliveries / collections (e.g. Argos)
- Estate Agents and Letting Agents can now be open, and house viewing and house moves

RULES

- MUST ENSURE SOCIAL DISTANCING
- MUST HAVE RISK ASSESSMENT
- STAFF TO BE PROTECTED
- HAND WASHING AND CLEANING

APPENDIX 3 – PARKS CAR PARK

PARKS, PLAYING FIELDS AND OPEN SPACES	ADDRESS	PAST ISSUES	Playground	Gyms	Courts	Car Park	Car Park Lockable
CHANDOS RECREATION GROUND	Camrose Avenue, Edgware	Gatherings				1	Y
HARROW RECREATION GROUND	Hindes Road, Harrow					1	Y
HARROW WEALD RECREATION GROUND	High Road, Harrow Weald					2	Y
HEADSTONE MANOR RECGROUND	Pinner View, Harrow					2	Y
KENTON RECREATION GROUND	Carlton Avenue, Kenton					2	Y
MONTESOLE PLAYING FIELDS	Uxbridge Road, Pinner	Gatherings				1	Y
ROXETH RECREATION GROUND	Kingsley Road, Sth Harrow	Gatherings				1	Y
WEST HARROW RECREATION GROUND	Wilson Gdns, West Harrow					1	Y
PINNER MEMORIAL PARK	West End Lane, Pinner					2	Y
ROXBOURNE PARK	Cannon Lane, Pinner					1	Y
SADDLERS MEAD	Clonard Way, Hatch End					1	Y
SHAFTSBURY PLAYING FIELDS	Grimsdyke Road, Hatch End					1	Y
STANMORE RECREATION GROUND	Stanmore Hill, Stanmore	Play Equip use				1	Y
HATCH END PLAYING FIELDS	Uxbridge Road, Hatch End					1	Y
STANMORE COMMON	Warren Lane, Stanmore					1	Y
WOOD FARM	Wood Lane, Stanmore					1	Y

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Civic Amenity Site Forward Drive

Proposal for Re-Opening

18 May 2020

Background

The HWRC has been closed to the public since mid-March 2020 and following recent government advice and in coordination with our West London Waste partners we are scheduling to reopen the site to limited use from Monday 18th May 2020. The plan is for an initial 4 weeks during which time we will review use, traffic management and the overall COVID 19 status changes. There is no intention to reclose the site once it has reopened unless it creates unmanageable difficulties due to user behaviour.

Proposal

- The Household Waste and Recycling Centre at Forward Drive will reopen on Monday 18th May between the hours of 8.00am – 18.00pm seven days per week.
- There will be a relaxation of the resident only policy for the initial 3-4 weeks but we will keep this under review so as not to disadvantage Harrow residents.
- The joint west London approach will be to direct residents to their **normal** HWRC site
- All material normally accepted will be permitted- see leaflet for full list.
- No trade waste will be accepted.
- Only cars will be allowed to deposit waste at the site with only the car driver allowed out of the vehicle.
- To address issues of queues, entry will be managed through Harrow Post Codes. There are 8,547 postcodes in Harrow. Below is a table detailing who will be allowed to use the site and when. There is a very close balance for those HA codes 1-7 and with a smaller level for the combined other codes.

Day	Post code	Comments
Monday	HA1	Non Harrow residents will be allowed to use the site for the initial period of 4 weeks but will be advised to go to their own site. We will record their details.
Tuesday	HA2	
Wednesday	HA3	
Thursday	HA5	
Friday	HA7	
Saturday	HA0, HA4, HA8 NW9 UB5 WD2	
Sunday	Key worker/ Emergency Services/ NHS only	All subject to proof of identity and address.

- Approved access will be evidenced through production of a driving licence & Council tax statement for residents or key worker letter, staff pass for others.
- There will be a Kingdom Officer presence and these officers will be responsible for checking that each car has the correct information required and will turn away those vehicles not entitled to enter the site. If we suspect the vehicle is a trade user we will record their details and advise them we will be reporting them for possible prosecution. If the number of vehicles increases we will have EHO presence issuing notices.

- A total of 6 cars will be allowed at any one time on the upper level and staff will not be assisting residents in disposing of their waste.
- Signs will be displayed at points leading to the site which will display the days postcode allowing entry with the correct documentation which detail the days postcode for entry.
- Shown on the proposed publication are the items that can be brought to the site and those that will not be accepted at the present time due to current restrictions preventing haulage of these items and the site is unable to store them.

Communications- see proposed leaflet below for both digital and physical use, also attached is a more detailed communications briefing.

Advertising to residents will be through the following channels

Harrow Website, Tweets, Signage at the site, Leaflet hand-out, Access Harrow.

Booking System

The medium / long term solution is a booking system and this will give us greater control and is the best way to do this. We should therefore continue to develop this solution and implement this at the earliest opportunity.

Traffic management plan

We will be placing information signs at various locations in the surrounding roads to ensure that residents will be clear on who can use the site on a daily basis. We are also looking into the installation of a webcam.



1. Forward Drive Opposite Bakkavor



2. Forward Drive side of Bakkavor



3. Masons Avenue J/O Christchurch Avenue



4. Forward Drive J/O Christchurch Avenue



Christchurch Avenue J/O Kenmore Avenue

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CABINET

21 MAY 2020

Record of decisions taken at the meeting held on Thursday 21 May 2020.

Present:

Chair: * Councillor Graham Henson

Councillors:

* Sue Anderson	* Varsha Parmar
* Simon Brown	* Christine Robson
* Keith Ferry	* Krishna Suresh
* Phillip O'Dell	* Adam Swersky

Non-Executive Cabinet Member: * Antonio Weiss

Non-Executive Voluntary Sector Representative: * John Higgins

In attendance:	Richard Almond	Minute 318
	Marilyn Ashton	Minute 316 and 318
	Paul Osborn	Minute 319
	Pritesh Patel	Minute 318

* Denotes Member present

314. Apologies for Absence

None received.

315. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

316. Petitions

The following petition had been received:

Councillor Marilyn Ashton presented a petition from the residents of Little Common, HA7 3BX containing 57 signatures requesting that the speed limit be reduced to 10mph.

RESOLVED: That the petition be received and referred to the relevant Corporate Director for a response.

317. Public Questions

RESOLVED: To note that no public questions were received.

318. Councillor Questions

RESOLVED: The Councillor questions were responded to and the audio recording placed on the Council's website.

RESOLVED ITEMS

319. The Council's Response to COVID 19

The Chair drew Members' attention to the updates set out in the supplemental agenda and having agreed to the deletion of recommendation 5 in the officer report, it was

RESOLVED: That

- (1) the actions and decisions taken by officers, as set out in the report, to deal with the implications and impact of COVID 19 (Coronavirus) be agreed and ratified;
- (2) the scale and potential financial impact on the Councils Medium Term Financial Strategy (MTFS) be noted;
- (3) the initial plans for Harrow's restart and recovery be noted;
- (4) the Corporate Director of People Services, following consultation with the Portfolio Holders for Adult Social Care and Finance and Resources and the Director of Finance, be authorised to agree temporary additional funding to care providers for COVID 19 related costs for phase 2 (July to September) and phase 3 (October to December) if deemed necessary and that the combined costs of phases 2 and 3 must not exceed £1m;
- (5) we take this opportunity to acknowledge the sterling effort and work of all staff to date through the COVID 19 crisis, which will be formally recognised at a future date;
- (6) we request the Chief Executive to convey our sincere thanks to staff for the speed and flexibility in rising to the many challenges of dealing with

the COVID 19 crisis, going above and beyond to deliver services that were so desperately needed and welcomed by so many within our communities, coming together to achieve what many thought would be impossible, maintaining the essential services that our residents rely on, all of which has shown the true value of Local Government and why Harrow was a great place to be;

- (7) we take this opportunity to acknowledge that in delivering the Council response, much of this activity had been in partnership with other organisations including the NHS, Care providers, Local business, Faith Groups and the voluntary and community sector, which would be formally recognised at a future date;
- (8) officers be instructed to submit further reports to update Cabinet, as appropriate.

Reasons for Decision: Due to the COVID 19 crisis and instructions and directions of the Government, it had not been possible for Members to meet and take decisions due to the ‘lockdown’ and the requirement to maintain social distancing. Officers have taken a number of operational decisions that Members were now asked to ratify.

In terms of temporary additional funding for care providers, as the costs of phase 2 and 3 were currently estimated, the proposed delegation would allow an extension up to £1m to ensure there was no delay in making any future payments to care providers.

Alternative Options Considered and Rejected: As set out in the report.

Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation Granted: None.

(Note: The meeting, having commenced at 6.40 pm, closed at 8.18 pm).

Proper Officer

Publication of decisions:	22 May 2020
Deadline for Call-in:	5.00 pm on 1 June 2020 To call-in a decision please contact: Daksha Ghelani on 020 8424 1881, email daksha.ghelani@harrow.gov.uk
Decisions may be implemented if not Called-in on:	2 June 2020

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