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# SERVICE RESTORATION PRIORITIES

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RESET STRAND – SERVICE RESTORATION



JUNE 19, 2020  
THREE RIVERS DISTRICT COUNCIL

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# Service Recovery

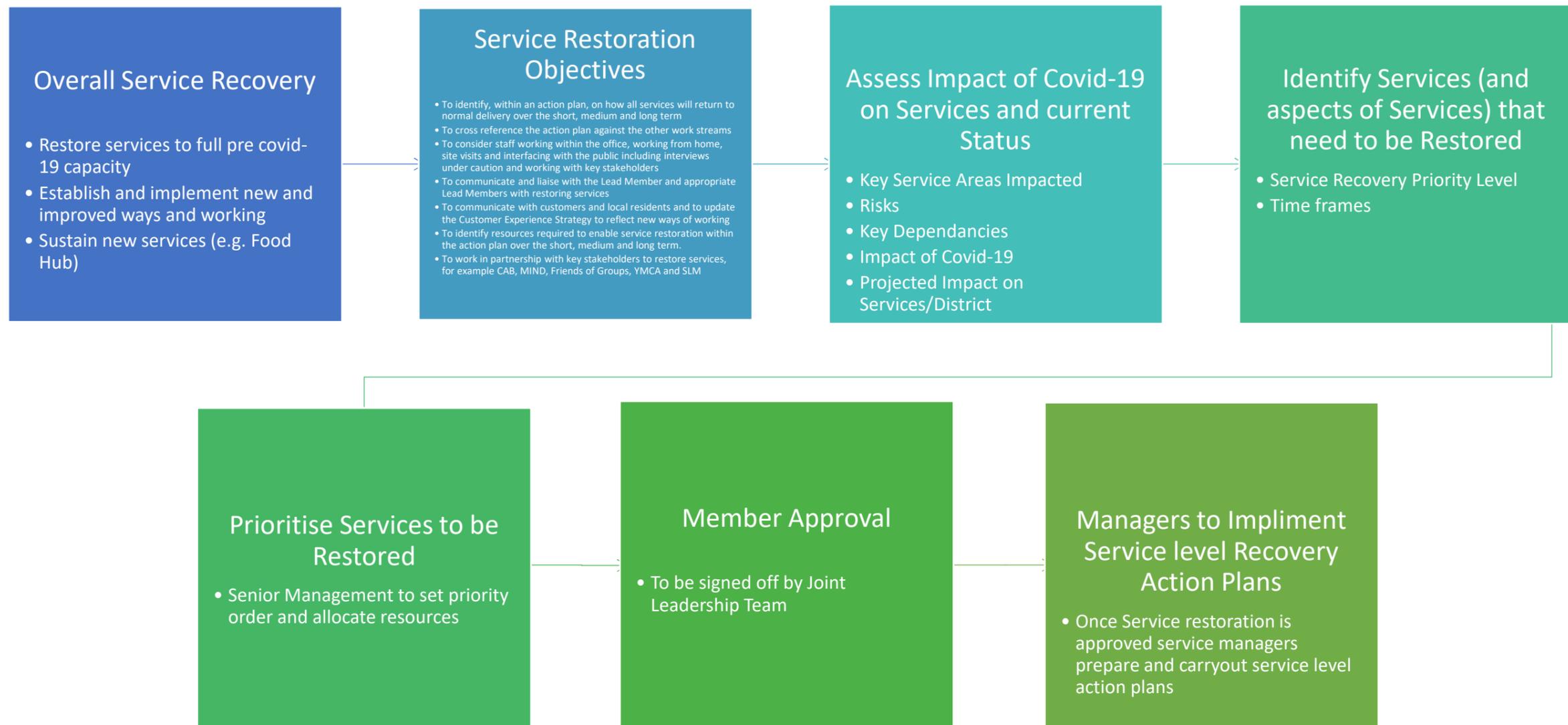
<b>Strand</b>	Reset	<b>Group</b>	Service Restoration	<b>Sub Group</b>	Service Restoration	<b>Group Lead</b>	Head of Community Services
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## 1. Document Summary

The purpose of this document is to identify the Council Services that are not currently running due to Covid-19 (or are only part running) and that need to be restored. Each Service has identified aspects of delivery and allocated a priority rating based on the 5 priorities set out below agreed at JLT on 15 June.

This document follows on from the *'Service Restoration - TRDC Business Recovery Impact Assessment and Workplan'* document.

## 2. Service Restoration Process Flow Chart



### 3. Sub-Group Objectives – Service Restoration

The following objectives outline how departments across the Council will restore their services to full pre-COVID-19 capacity. These will consider how services can establish and implement new and improved ways of working as well as sustaining new services over the short, medium and long term.

1. To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term
2. To cross reference the action plan against the other work streams
3. To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders
4. To communicate and liaise with the Lead Member and appropriate Lead Members with restoring services
5. To communicate with customers and local residents and to update the Customer Experience Strategy to reflect new ways of working
6. To identify resources required to enable service restoration within the action plan over the short, medium and long term.
7. To work in partnership with key stakeholders to restore services, for example CAB, MIND, Friends of Groups, YMCA and SLM

### 4. Priority Levels

Services have detailed activity within their service area under 5 priorities set out below. This information has been collated to provide a basis for decisions to be taken to put Service Restoration in priority order, so that Council resources can be managed appropriately.

- **Priority 1:** Statutory Service / Impact on Vulnerable People
- **Priority 2:** Statutory Service / Contract Implications / Significant Financial Impact
- **Priority 3:** Statutory Service (minor impact) / Significant Reputation Impact / Financial Impact
- **Priority 4 and 5:** Discretionary Services if not covered above

### 5. Service Areas

1. Committees
2. Community Partnerships
3. Corporate Services
4. Customer Services
5. Environmental Protection
6. Economic & Sustainable Development
7. Electoral Services – [See addendum for further detail](#)
8. Facilities
9. Finance
10. Housing
11. HR
12. ICT
13. Leisure Management Facilities
14. Leisure Development
15. Trees & Landscapes
16. Watersmeet
17. Legal
18. Property Services
19. Regulatory Services
20. Revenues & Benefits

## 6. Summary of all Services' Priority Levels

*(Hyperlinks are installed to assist with navigating this document. To find the relevant Service Area Submission (detail) hold down Ctrl and click the Service Area on the left hand column below)*

The purpose of this document is to identify the Council Services that are not currently running due to Covid-19 (or are only part running) and that need to be restored, establish new and improved ways of working and sustain new services that are important to recovery.

Each Service has identified aspects of delivery and allocated a priority rating based on the 5 priorities set out below and agreed at JLT on 15 June.

We have then undertaken to link these priority ratings to a Covid-19 Impact Assessment on Three Rivers Corporate Framework 2020 - 2023. The assessment provides a score for each corporate framework objective. The overall score for each object is included under the relevant service area listed in priority order below. The scores shown are ranked in bands, yellow, orange and red (red being a higher score). The overall scores are a total of scores on restoration priority level, risk, financial implication, political priority and equality impact.

**Key: the score below is made up of individual scores for: Revised Risk; Service Restoration Priority; Political Priority; Equality Impact and; Financial Impact**

Service Area	Delivery Aspect / Activity	HoS Service / Lead Manager							
<b>PRIORITY 1</b>									
<a href="#">Committees</a>	Committee administration running of Council and Committee meetings and Internal Management meetings including preparation of agenda and supporting documentation, updating website for Members details, committee membership, committee meetings and Council Constitution	Solicitor to the Council / Principal Committee Manager							
<a href="#">Community Partnerships</a>	ASB Casework, Domestic Abuse Services, Mental Health Support Services, Safeguarding, CAB funding, Serious Youth Violence Project, Hate, Crime Action Plan, Prevent Duty, Family Intervention Keyworker, Adults with Complex Needs Group, ASB Action Group, Youth Action Panel, ASB Enforcement Work, Domestic Abuse Forum, Better Choices	Head of Community Partnerships							
						<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles					CP27 – Number of clients supported by the Citizens Advice Bureau	7,500	16	
	We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions					NEW – Percentage of cases coming to ASBAG that have an action plan developed	90%	20	
	We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions					NEW – Percentage of YAP cases with action plans developed	70%	18	
	Community Protection Recovery Group, Foodhub, Establishment of CIC								
<a href="#">Corporate Services</a>	Emergency Planning/Business Continuity	Emergency Planning & Risk Manager							
<a href="#">Environmental Protection</a>	Animal welfare & licensing	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager							
	Collections; refuse, recycling, food, garden waste, bulky waste, trade waste and recycling, and clinical waste collections								
						<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>
	We will seek to maintain our position as the highest recycling authority in Hertfordshire	EP01 – Percentage household waste recycled	28%	20					

	We will seek to maintain our position as the highest recycling authority in Hertfordshire	EP10 - Percentage of household waste sent for reuse, recycling and composting	60%	20	
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	CP03 (EP17) – Satisfaction with refuse collection	82%	13	
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	CP04 (EP18) – Satisfaction with doorstep recycling	85%	13	
	Grounds Maintenance; cemeteries & playground inspections, litter/dog bin emptying including the Aquadrome				
	Street Cleansing; litter bin emptying, street sweeping, clearance of fly tips				
<a href="#">Economic &amp; Sustainable Development</a>	Reopening High Street Fund (Economic and Sustainable Development) Additional work in response to Covid19 Herts Warmer Home Scheme (service already running) (Economic and Sustainable Development)				Head of Planning Policy & Projects
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will undertake a review of the Council's role in relation to the economy and agree an economic strategy	NEW – Complete a review of Council Economic role and completion of Economic Strategy	Target date to be set	16	
	We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy	NEW - Proportion of infrastructure investment delivered by the Hertfordshire Growth Board that benefits directly or indirectly Three Rivers	Target to be set	23	
<a href="#">Electoral Services</a>	Electoral Registration: Annual Canvass (June to December), and on-going rolling registration January to May Service is maintained all year round with registration permitted up to 12 days before an election Elections: The next scheduled elections will be the combined district, PCC and County elections to be held on Thursday 6 May 2021 Any vacancies that occur before then i.e. due to death, resignation or disqualification will be held on that date in May 2021				Electoral Services Manager
<a href="#">Facilities</a>	Post Incoming Post Outgoing				Head of Housing / Facilities Manager
<a href="#">Finance</a>	Finance including Fraud- Closing Accounts, Accounts payable, Insurance, Treasury Management, reconciliations, Income management, Budget setting & VAT and statutory returns				Head of Finance
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	

	We will undertake a review of the Council's role in relation to the economy and agree an economic strategy	NEW - Private investment, leveraged through the capital investment by the Council (simple calculation of amount)	Target to be set	20	
	We will generate enough income to continue to provide services for the district	NEW – Percentage of commercial income received	100%	21	
	We will generate enough income to continue to provide services for the district	FN04 – Closure of Annual Accounts and production of Statements – Statement of Accounts approved	Yes	13	
<a href="#">Housing</a>	Homelessness Provision of temporary accommodation				Head of Housing
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	HN02 - Maximum number of families in Bed & Breakfast for more than six weeks	0	22	
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	HN03 - Maximum number of households in temporary accommodation throughout the year	160	28	
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	HN10 - Number of households prevented from becoming homeless	90	25	
<a href="#">Leisure Development</a>	Targeted Active Families (for the most vulnerable families in the district)				Head of Community Services / Leisure Development Manager
<a href="#">Legal</a>	Priority 1 category work includes advice on homelessness, ASB work such as injunctions and closure orders, Planning injunctions and stop notices for planning breaches, Removal of travellers under the CJPOA				Solicitor to the Council / Principal Solicitor
<a href="#">Regulatory Services</a>	Environmental Health, Health and Safety at Work; Control and tracing service, via PHE and respond to outbreaks of infectious disease; food hygiene services				Head of Regulatory Services
<a href="#">Revenues &amp; Benefits</a>	Benefits – making a New Claim				Head of Revenues & Benefits
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	

	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	RB05 – New claims – average time to process from date of receipt of claim to date claim processed	7 days	22	
	Benefits – reporting a Change in Circumstances				
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	RB04 – Time taken to process Housing Benefit and Council Tax Support change in circumstances	6 days	22	
	Revenues – Billing (discounts, exemptions, moves etc.)				
	Revenues - Recovery				
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will generate enough income to continue to provide services for the district	RB01 - Percentage of current year Council Tax collected in year	99%	21	
	We will generate enough income to continue to provide services for the district	RB02 – Percentage of current year Non Domestic Rate collected in year	99%	21	
<b>PRIORITY 2</b>					
<a href="#">Community Partnerships</a>	Healthy Hub, Community Safety Partnership, Local Strategic Partnership, Equality Duty, Homestart Watford and Three Rivers SLA, Remaining year of funding to Active Herts, Cross border analyst. Recovery: Programme Management, Staff Capacity & Mobilisation				Head of Community Partnerships
<a href="#">Environmental Protection</a>	Enforcement; investigate fly tipping, abandoned vehicles, monitor flats contamination, other enforcement e.g. trade waste Grounds Maintenance; grass cutting				Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
	Local Plan				
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will undertake a review of the Council’s role in relation to the economy and agree an economic strategy	NEW - Increase in employment land available by type	Target to be set	22	
	We will undertake a review of the Council’s role in relation to the economy and agree an economic strategy	NEW - The amount of employment floorspace developed in the employment site allocations	Target to be set	22	
<a href="#">Economic &amp; Sustainable Development</a>	We will work on a local plan to deliver sufficient housing and adopt that plan by 2021	ESD01 - Net additional homes provided	620 (Govt target) / 180 Core Strategy target	25	Head of Planning Policy & Projects
	Neighbourhood Planning				
	SW Herts Joint Strategic Plan				

	Objective	Performance Indicator(s)	2020/21 Target	Score	
	We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios	NEW - Continue to fund Visit Herts	Target to be set	14	
	Community Infrastructure Levy				
	Brownfield Register				
	Right to Build Register				
	Annual Monitoring Report				
	Historic Environment				
	Objective	Performance Indicator(s)	2020/21 Target	Score	
	We will endeavour to increase the number of affordable housing in the District	ESD02 - Number of affordable homes provided (gross)	279 (Govet target) / 81 Core Strategy	25	
	We will continue to improve the energy efficiency of the Council's buildings	ESD11 – Greenhouse gas emissions reported as CO2 equivalent	Target date to be set	20	
	Print Service				
	Facilities Management (Statutory)				
	Objective	Performance Indicator(s)	2020/21 Target	Score	
<a href="#">Facilities</a>	We will continue to improve the energy efficiency of the Council's buildings	NEW - Undertake a review of the Council's building review options	Target date to be set	17	Head of Housing / Facilities Manager
	On Site Security, alarms CCTV and fire extinguishers etc.				
	Cleaning Services				
	Manned Guarding TRH				
<a href="#">Finance</a>	Budget Monitoring				Head of Finance
	Temporary accommodation income				
	Temporary accommodation visits (TRDC owned and managed properties)				
	Housing advice				
	Private rented sector scheme				
	Housing Allocations				
	Housing Enforcement				
	Pollution control				
<a href="#">Human Resources (HR)</a>	Payroll delivery				Head of Human Resources / HR Manager Operations
	Initiate O365/cloud based licencing project				
<a href="#">ICT</a>	Service Delivery				Head of ICT
	Infrastructure Services				
	Rickmansworth Golf Club incorporating Fairway Inn				
<a href="#">Leisure Management Facilities</a>	William Penn Leisure Centre, Sir James Altham Pool, South Oxhey Leisure Centre				Head of Community Services
	South Oxhey Leisure Centre rebuild				
	Objective	Performance Indicator(s)	2020/21 Target	Score	

	We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey	NEW - Project delivered on time and within budget	Target to be set	20	
<a href="#">Leisure Development</a>	LCP HLF Project				Head of Community Services / Leisure Development Manager
<a href="#">Trees and Landscapes</a>	Tree work including Tree Preservation Orders Park Ranger work (See Leisure Development under LCP HLF Project)				Head of Community Services
<a href="#">Legal</a>	Priority 2 category includes advice on contracts (Change of law/force majeure) planning advice including Section 106 planning obligations, CLOPUDS, CLEUDS, Employment cases/advice, Litigation –recovery of debts, Litigation-prosecution for serious offences, Property related transactions, Monitoring Officers advice/governance issues				Solicitor to the Council / Principal Solicitor
<a href="#">Property Services</a>	Property Services & Major Projects				Head of Property Services
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy	NEW - Property Investment Strategy agreed	Target to be set	20	
	Property Management site visits and inspection				
<a href="#">Regulatory Services</a>	Parking Enforcement Planning department (includes planning enforcement) Building Control Service (LA1) Better Buses Programme (HCC delivery, TRDC fund) Parking Management Programme Parking Revenue Programme Cycling and Walking Strategy				Head of Regulatory Services
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will deliver and implement a Cycling and Walking Strategy	NEW - Produce a draft strategy, consult and approve and deliver projects	Target date to be set	18	
	Dial A Ride Component of Better Buses (HCC delivery, TRDC fund)				
<b>PRIORITY 3</b>					
<a href="#">Committees</a>	Supporting the Chairman Supporting the Chief Executive, Directors and Leader of the Council				Solicitor to the Council / Principal Committee Manager
<a href="#">Community Partnerships</a>	Climate Change, Performance Management, Project Management, Domestic Abuse Partnership Board, Drug and Alcohol Strategic Board,, Families First Board, Police and Crime Commissioner Board, County-wide Community Safety Structures, 11-19 Strategy Group, Hate Crime, Reporting, Partnerships Comms and Website Work, Strategic Service and Financial Planning Framework				Head of Community Partnerships
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	We will produce and deliver a Climate Change Strategy and action plan	NEW – Review existing strategy and produce draft for members and key stakeholders. Agree draft strategy and consult	Jan-21	16	
	Communications, Business engagement, Staff Welfare, Risk Management				
<a href="#">Corporate Services</a>	DP/FOI requests Communications				Emergency Planning & Risk Manager
<a href="#">Customer Services Centre</a>	Face to Face – TRH Visitors Resident access to TRDC (Telephone & Email)				CSC Manager

	Objective	Performance Indicator(s)	2020/21 Target	Score	
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	NEW - First point of contact resolution	Target to be set	16	
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	NEW - Customer satisfaction measures (on-line, phone, face-to-face)	Target to be set	16	
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	CSC04 – Volume of enquiries submitted on-line	15%	22	
	Admin				
<a href="#">Facilities</a>	Courier Service				Head of Housing / Facilities Manager
<a href="#">Housing</a>	Housing Policy & Strategy				Head of Housing
	Grants (DFG authorisations)				
<a href="#">Human Resources (HR)</a>	Provision of HR advice and guidance				Head of Human Resources / HR Manager Operations
	Objective	Performance Indicator(s)	2020/21 Target	Score	
	We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives	NEW – Organisational Development Strategy approved	Target to be set	15	
<a href="#">ICT</a>	Projects Team				Head of ICT
<a href="#">Leisure Development</a>	Holiday Playschemes (including referrals)				Head of Community Services / Leisure Development Manager
	Arts on Prescription				
	Primrose Hill Play Area Refurbishment				
	Eastbury Outdoor Gym				
<a href="#">Trees &amp; Landscapes</a>	Project based work such as Green Flag and working with Friends Groups				Head of Community Services
	Objective	Performance Indicator(s)	2020/21 Target	Score	
	We will seek to increase the number of Green Flag accredited parks and open spaces	NEW - To maintain accreditation for Green Flag and looking to increase by one in 2021/22	Target to be set	15	
	We will seek to increase the number of Green Flag accredited parks and open spaces	CP02 - Satisfaction with parks and open spaces	89%	18	
<a href="#">Watersmeet</a>	Pantomime				Head of Community Services / Watersmeet Manager
	Film Programme				
<a href="#">Legal</a>	Priority 3 category includes All Legal Areas of work, Property, Licensing, Litigation (Criminal and Civil), Employment, Planning, Data Protection, FoI, Contracts, procurement, Governance and constitution, Monitoring Officer advice				Solicitor to the Council / Principal Solicitor
<a href="#">Regulatory Services</a>	Licensing department				Head of Regulatory Services
	Land and Property Information Services				
	Environmental Health , Air Quality monitoring services, Planning app responses, Provide and manage contaminated land services, Manage via a third party LAPPC services, Skin piercing services				
	Retail Parades Revitalisation Programme				
	HCC scheme consultation and Policy/Strategy Consultation/rail proposals consultation				
<b>PRIORITY 4 &amp; 5</b>					

	Consultation Work (but this may enable the needs lead delivery of services in categories above) and on occasion could be statutory, Abbots Langley Youth Project Grant, Roundabout Transport SLA, Grant Finder, CCTV Capital Grant, Community Grant Capital Budget, Community Grant revenue budget £9000 for leisure projects				
	<b>Objective</b>	<b>Performance Indicator(s)</b>	<b>2020/21 Target</b>	<b>Score</b>	
	Three Rivers will be recognised as a great place to do business	NEW - Business Satisfaction Survey – respondents that agree Three Rivers is a great place to do business	60%?	17	
<a href="#">Community Partnerships</a>	We will continue to improve our relationship with the local business community	NEW - Business Satisfaction Survey – respondents that agree Three Rivers is improving relationships with the local business community	55%?	15	Head of Community Partnerships
	We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	CP05 – Perception of satisfaction with Three Rivers District Council	74%	17	
	Staff Celebration				
<a href="#">Environmental Protection</a>	Football pitch hire				Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
	Community toilets				
	Outreach and awareness				
	Grounds Maintenance; bowling greens				
	Pest Control				
<a href="#">Housing</a>	Affordable Housing Development				Head of Housing
<a href="#">Human Resources (HR)</a>	All other aspects of HR – eLearning, recruitment, provision of management information, OD; policy updates, Pensions advice, starters and leavers details etc.				Head of Human Resources / HR Manager Operations
<a href="#">Leisure Development</a>	Play Rangers				Head of Community Services / Leisure Development Manager
	Sk8 Camps				
	Supervised Skate Sessions				
	Be Creative				
	Artistsmeet				
	Indoor Sports Development Programme				
	Outdoor Sports Development Programme				
	Active Parks				
	Sheltered Housing Scheme Project				
	Play with Care				
	Mill End Youthy				
	Swimming for Stroke				
	Dance for Parkinson's				
	Photography Walks				
	Nature Programme across the district (not part of the HLF project)				
	Get Set Programme (for adults with a disability)				
	Denham Way play area and funding application				
	Wider work on Eastbury Recreation Ground				

Review of Outdoor Gym Equipment				
	Objective	Performance Indicator(s)	2020/21 Target	Score
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	CP22 – Satisfaction with sports and leisure facilities	88%	28
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	LL31 – Number of attendances by adults at leisure venues and activities	461,000	28
	We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	LL33 – Number of attendances by young people at leisure venues and activities	230,000	28
<a href="#">Trees &amp; Landscapes</a>	Park Ranger work such as with probation service, walks and talks and the Annual Christmas Carol event at Leavesden Country Park. (Other than project based work such as Horses' Field and HLF project)			Head of Community Services
<a href="#">Watersmeet</a>	Venue Hire - Priority 4 justification: Although there are financial implications, a significant number of hirers have postponed their events to late 2020 or 2021			Head of Community Services / Watersmeet Manager
	Co-promoted Live Shows Programme - Priority 4 justification: Although there are financial implications, it is expected that customer demand will be low over next few months and therefore potentially not cover costs			
<a href="#">Legal</a>	Priority 4 and 5 category includes routine advice where there is no urgency, no financial implications is purely discretionary and not covered above			Solicitor to the Council / Principal Solicitor
<a href="#">Regulatory Services</a>	Verge Hardening Programme			Head of Regulatory Services
	Delivering Sustainable Travel (Sustainable Travel Planning			
	Road closures for community events			

## 7. Services that need to be Restored (including aspects of a particular Service)

(Hyperlinks are installed to assist with navigating this document. To find the relevant Service Area Submission (detail) hold down Ctrl and click the Service Area on the left hand column below)

Service Area	Delivery Aspect / Activity	HoS Service / Lead Manager
<b>PRIORITY 1</b>		
<a href="#">Environmental Protection</a>	Animal welfare & licensing	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
<a href="#">Electoral Services</a>	Electoral Registration: Annual Canvass (June to December), and on-going rolling registration January to May Service is maintained all year round with registration permitted up to 12 days before an election Elections: The next scheduled elections will be the combined district, PCC and County elections to be held on Thursday 6 May 2021 Any vacancies that occur before then i.e. due to death, resignation or disqualification will be held on that date in May 2021	Electoral Services Manager
<a href="#">Housing</a>	Homelessness Provision of temporary accommodation	Head of Housing
<a href="#">Leisure Development</a>	Targeted Active Families (for the most vulnerable families in the district)	Head of Community Services / Leisure Development Manager
<a href="#">Revenues &amp; Benefits</a>	Revenues - Recovery	Head of Revenues & Benefits
<b>PRIORITY 2</b>		
<a href="#">Environmental Protection</a>	Enforcement; investigate fly tipping, abandoned vehicles, monitor flats contamination, other enforcement e.g. trade waste	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
<a href="#">Facilities</a>	Cleaning Services Manned Guarding TRH	Head of Housing / Facilities Manager
<a href="#">Housing</a>	Temporary accommodation income Temporary accommodation visits (TRDC owned and managed properties) Housing Allocations – not running home visits Housing Enforcement – not running site visits Pollution control – not running site visits	Head of Housing
<a href="#">ICT</a>	Initiate O365/cloud based licencing project	Head of ICT
<a href="#">Leisure Management Facilities</a>	Rickmansworth Golf Club incorporating Fairway Inn William Penn Leisure Centre, Sir James Altham Pool, South Oxhey Leisure Centre South Oxhey Leisure Centre rebuild	Head of Community Services
<a href="#">Leisure Development</a>	LCP HLF Project	Head of Community Services / Leisure Development Manager
<a href="#">Trees &amp; Landscapes</a>	Park Ranger work (See Leisure Development under LCP HLF Project)	Head of Community Services
<a href="#">Property Services</a>	Property Management site visits and inspection	Head of Property Services
<a href="#">Regulatory Services</a>	Planning department (includes planning enforcement) – some aspects BAU – site visits need to be restored	Head of Regulatory Services
<b>PRIORITY 3</b>		
<a href="#">Customer Service Centre</a>	Face to Face – TRH Visitors	CSC Manager
<a href="#">Facilities</a>	Courier Service	Head of Housing / Facilities Manager
<a href="#">Housing</a>	Housing Policy & Strategy Grants (DFG authorisations)	Head of Housing
<a href="#">Leisure Development</a>	Holiday Playschemes (including referrals) Arts on Prescription Primrose Hill Play Area Refurbishment Eastbury Outdoor Gym	Head of Community Services / Leisure Development Manager
<a href="#">Trees &amp; Landscapes</a>	Project based work such as Green Flag and working with Friends Groups	Head of Community Services
<a href="#">Watersmeet</a>	Pantomime Film Programme	Head of Community Services / Watersmeet Manager

<a href="#">Regulatory Services</a>	Licensing department (majority running BAU)	Head of Regulatory Services
<b>PRIORITY 4 &amp; 5</b>		
<a href="#">Environmental Protection</a>	Football pitch hire	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
	Community toilets	
	Outreach and awareness	
	Grounds Maintenance; bowling greens	
	Pest Control	
<a href="#">Housing</a>	Affordable Housing Development	Head of Housing
<a href="#">Leisure Development</a>	Play Rangers	Head of Community Services / Leisure Development Manager
	Sk8 Camps	
	Supervised Skate Sessions	
	Be Creative	
	Artistsmeet	
	Indoor Sports Development Programme	
	Outdoor Sports Development Programme	
	Active Parks	
	Sheltered Housing Scheme Project	
	Play with Care	
	Mill End Youthy	
	Swimming for Stroke	
	Dance for Parkinson's	
	Photography Walks	
	Nature Programme across the district (not part of the HLF project)	
Get Set Programme (for adults with a disability)		
Denham Way play area and funding application		
Wider work on Eastbury Recreation Ground		
Review of Outdoor Gym Equipment		
<a href="#">Trees &amp; Landscapes</a>	Park Ranger work such as with probation service, walks and talks and the Annual Christmas Carol event at Leavesden Country Park. (Other than project based work such as Horses' Field and HLF project)	Head of Community Services
<a href="#">Watersmeet</a>	Venue Hire - Priority 4 justification: Although there are financial implications, a significant number of hirers have postponed their events to late 2020 or 2021	Head of Community Services / Watersmeet Manager
	Co-promoted Live Shows Programme - Priority 4 justification: Although there are financial implications, it is expected that customer demand will be low over next few months and therefore potentially not cover costs	

## 8. Temporary or New Services running as a Result of Covid-19

*(Hyperlinks are installed to assist with navigating this document. To find the relevant Service Area Submission (detail) hold down Ctrl and click the Service Area on the left hand column below)*

Service Area	Delivery Aspect / Activity	HoS Service / Lead Manager
<b>PRIORITY 1</b>		
<a href="#">Economic &amp; Sustainable Development</a>	Reopening High Street Fund (Economic and Sustainable Development) Additional work in response to Covid19	Head of Planning Policy & Projects
<a href="#">Community Partnerships</a>	Community Protection Recovery Group, Foodhub, Establishment of CIC	Head of Community Partnerships
<b>PRIORITY 2</b>		
<a href="#">Community Partnerships</a>	Recovery: Programme Management, Staff Capacity & Mobilisation	Head of Community Partnerships
<b>PRIORITY 3</b>		
<a href="#">Community Partnerships</a>	Communications, Business engagement, Staff Welfare, Risk Management	Head of Community Partnerships

[Community Partnerships](#)

Staff Celebration

Head of Community Partnerships

## 9. Services that are currently Operating (these include Services that have continued throughout the pandemic)

(Hyperlinks are installed to assist with navigating this document. To find the relevant Service Area Submission (detail) hold down Ctrl and click the Service Area on the left hand column below)

Service Area	Delivery Aspect / Activity	HoS Service / Lead Manager
<b>PRIORITY 1</b>		
<a href="#">Committees</a>	Committee administration running of Council and Committee meetings and Internal Management meetings including preparation of agenda and supporting documentation, updating website for Members details, committee membership, committee meetings and Council Constitution	Solicitor to the Council / Principal Committee Manager
<a href="#">Community Partnerships</a>	ASB Casework, Domestic Abuse Services, Mental Health Support Services, Safeguarding, CAB funding, Serious Youth Violence Project, Hate, Crime Action Plan, Prevent Duty, Family Intervention Keyworker, Adults with Complex Needs Group, ASB Action Group, Youth Action Panel, ASB Enforcement Work, Domestic Abuse Forum, Better Choices	Head of Community Partnerships
<a href="#">Corporate Services</a>	Emergency Planning/Business Continuity	Emergency Planning & Risk Manager
<a href="#">Environmental Protection</a>	Collections; refuse, recycling, food, garden waste, bulky waste, trade waste and recycling, and clinical waste collections	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
	Grounds Maintenance; cemeteries & playground inspections, litter/dog bin emptying including the Aquadrome	
	Street Cleansing; litter bin emptying, street sweeping, clearance of fly tips	
<a href="#">Economic &amp; Sustainable Development</a>	Herts Warmer Home Scheme(service already running) (Economic and Sustainable Development)	Head of Planning Policy & Projects
<a href="#">Facilities</a>	Post Incoming	Head of Housing / Facilities Manager
	Post Outgoing	
<a href="#">Finance &amp; Fraud</a>	Finance including Fraud	Head of Finance
<a href="#">Legal</a>	Priority 1 category work includes advice on homelessness, ASB work such as injunctions and closure orders, Planning injunctions and stop notices for planning breaches, Removal of travellers under the CJPOA	Solicitor to the Council / Principal Solicitor
<a href="#">Regulatory Services</a>	Environmental Health, Health and Safety at Work; Control and tracing service, via PHE and respond to outbreaks of infectious disease; food hygiene services	Head of Regulatory Services
<a href="#">Revenues &amp; Benefits</a>	Benefits – making a New Claim	Head of Revenues & Benefits
	Benefits – reporting a Change in Circumstances	
	Revenues – Billing (discounts, exemptions, moves etc.)	
<b>PRIORITY 2</b>		
<a href="#">Community Partnerships</a>	Healthy Hub, Community Safety Partnership, Local Strategic Partnership, Equality Duty, Homestart Watford and Three Rivers SLA, Remaining year of funding to Active Herts, Cross border analyst.	Head of Community Partnerships
<a href="#">Environmental Protection</a>	Grounds Maintenance; grass cutting	Head of Community Services / Waste & Environment Manager / Environmental Strategy Manager
<a href="#">Economic &amp; Sustainable Development</a>	Local Plan	Head of Planning Policy & Projects
	Neighbourhood Planning	
	SW Herts Joint Strategic Plan	
	Community Infrastructure Levy	
	Brownfield Register	
	Right to Build Register	
	Annual Monitoring Report	
Historic Environment		
<a href="#">Facilities</a>	Print Service	Head of Housing / Facilities Manager
	Facilities Management (Statutory)	
	On Site Security, alarms CCTV and fire extinguishers etc.	
<a href="#">Finance</a>	Budget Monitoring	Head of Finance
<a href="#">Housing</a>	Housing advice	Head of Housing
	Private rented sector scheme	
<a href="#">Human Resources (HR)</a>	Payroll delivery	Head of Human Resources / HR Manager Operations
<a href="#">ICT</a>	Service Delivery	Head of ICT
	Infrastructure Services	

<a href="#">Trees &amp; Landscapes</a>	Tree work including Tree Preservation Orders	Head of Community Services	
<a href="#">Legal</a>	Priority 2 category includes advice on contracts (Change of law/force majeure) planning advice including Section 106 planning obligations, CLOPUDS, CLEUDS, Employment cases/advice, Litigation –recovery of debts, Litigation-prosecution for serious offences, Property related transactions, Monitoring Officers advice/governance issues	Solicitor to the Council / Principal Solicitor	
<a href="#">Property Services</a>	Property Services & Major Projects	Head of Property Services	
<a href="#">Regulatory Services</a>	Parking Enforcement	Head of Regulatory Services	
	Building Control Service (LA1)		
	Better Buses Programme (HCC delivery, TRDC fund)		
	Parking Management Programme		
	Parking Revenue Programme		
	Cycling and Walking Strategy		
	Dial A Ride Component of Better Buses (HCC delivery, TRDC fund)		
<b>PRIORITY 3</b>			Supporting the
<a href="#">Committees</a>	Supporting the Chief Executive, Directors and Leader of the Council	Solicitor to the Council / Principal Committee Manager	
	Climate Change, Performance Management, Project Management, Domestic Abuse Partnership Board, Drug and Alcohol Strategic Board,, Families First Board, Police and Crime Commissioner Board, County-wide Community Safety Structures, 11-19 Strategy Group, Hate Crime, Reporting, Partnerships Comms and Website Work, Strategic Service and Financial Planning Framework		
<a href="#">Community Partnerships</a>	DP/FOI requests	Head of Community Partnerships	
<a href="#">Corporate Services</a>	Communications	Emergency Planning & Risk Manager	
	Resident access to TRDC (Telephone & Email)		
<a href="#">Customer Service Centre</a>	Admin	CSC Manager	
	Provision of HR advice and guidance		
<a href="#">Human Resources (HR)</a>	Projects Team	Head of Human Resources / HR Manager Operations	
<a href="#">ICT</a>	Priority 3 category includes All Legal Areas of work, Property, Licensing, Litigation (Criminal and Civil), Employment, Planning, Data Protection, Fol, Contracts, procurement, Governance and constitution, Monitoring Officer advice	Head of ICT	
<a href="#">Legal</a>	Land and Property Information Services	Solicitor to the Council / Principal Solicitor	
<a href="#">Regulatory Services</a>	Environmental Health , Air Quality monitoring services, Planning app responses, Provide and manage contaminated land services, Manage via a third party LAPPC services, Skin piercing services	Head of Regulatory Services	
	Retails Parades Revitalisation Programme		
	HCC scheme consultation and Policy/Strategy Consultation/rail proposals consultation		
	HCC scheme consultation and Policy/Strategy Consultation/rail proposals consultation		
<b>PRIORITY 4 &amp; 5</b>			
<a href="#">Community Partnerships</a>	Consultation Work (but this may enable the needs lead delivery of services in categories above) and on occasion could be statutory, Abbots Langley Youth Project Grant, Roundabout Transport SLA, Grant Finder, CCTV Capital Grant, Community Grant Capital Budget, Community Grant revenue budget £9000 for leisure projects	Head of Community Partnerships	
<a href="#">Human Resources (HR)</a>	All other aspects of HR – eLearning, recruitment, provision of management information, OD; policy updates, Pensions advice, starters and leavers details etc.	Head of Human Resources / HR Manager Operations	
<a href="#">Legal</a>	Priority 4 and 5 category includes routine advice where there is no urgency, no financial implications is purely discretionary and not covered above	Solicitor to the Council / Principal Solicitor	
<a href="#">Regulatory Services</a>	Verge Hardening Programme	Head of Regulatory Services	
	Delivering Sustainable Travel (Sustainable Travel Planning		
	Road closures for community events		

## 10. Service Restoration Detail – Service Submissions

Service:	Legal & Democracy		Service Area:	Committees	Head of Service:	Solicitor to the Council	Lead Manager:	Principal Committee Manager
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will (or do) your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
Committee administration running of Council and Committee meetings and Internal Management meetings including preparation of agenda and supporting documentation  Updating website for Members details, committee membership, committee meetings and Council Constitution	Committee staff will continue to be working from home with some office based work depending on need to attend the Offices for team to effectively clerk large meetings	Email Video call Telephone 8x8	IT dependant 8x8 Auditel Modern.gov Microsoft Zoom for Local Area Forum meetings	Full permanent staff	Service running efficiently now but legislation could change around hybrid/remote meetings which might impact on the service	Meetings would not be clerked, absence of advice, lack of minutes, danger of failing to follow due process and not following Council Constitution Rules and Procedures Agendas not out on time – challenge to validity of decision making Key dates missed in Council calendar	Reputational issues, political difficulties	N/A service is running and is required to continue
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Priority Level 3 Activities (as defined above)</b>								
Supporting the Chairman	Committee staff will continue to be working from home with some office based work	Email Video call Telephone 8x8	IT dependant 8x8 Modern.gov	1 part time member of staff	Service running efficiently now but reduction in Chair appointments for now		Reputational issues, Political difficulties	N/A service is running and is required to continue
Supporting the Chief Executive, Directors and Leader of the Council	Committee staff will continue to be working from home with some office based work	Email Video call Telephone 8x8	IT dependent 8x8 Modern.gov	1 part time member of staff	Service running efficiently	Missed appointments, lack of coordination and more pressure on the senior officers and the Leader if no support provided.	Reputational issues Political difficulties	N/A service is running and is required to continue
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

<b>Service:</b>	Community Partnerships	<b>Service Area:</b>	ASB Safeguarding Partnerships LSP / CIC Healthy Hub Youth Action Panels/SOS CSP Projects Grants Performance Mgt Project Mgt Consultation Families First Equality & Diversity 11-19 Adults with complex needs Domestic Abuse Mental Health	<b>Head of Service:</b>	Head of Community Partnerships		<b>Lead Manager:</b>	Community Safety Intervention Officer Head of Community Partnerships Community Safety Co-Ordinator Strategic Partnerships & Policy Manager Strategic Partnerships & Policy Manager Head of Community Partnerships Community Safety Co-Ordinator Strategic Partnerships & Policy Manager Performance & Projects Manager Performance & Projects Manager Consultation Officer Head of Community Partnerships Head of Community Partnerships Head of Community Partnerships Head of Community Partnerships Community Safety Co-Ordinator Consultation Officer Consultation Officer
<b>Service Area</b>	<b>Where will (or do) your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
ASB Casework Domestic Abuse Services Mental Health Support Services Safeguarding CAB funding Serious Youth Violence Project Hate Crime Action Plan Prevent Duty Family Intervention Keyworker Adults with Complex Needs Group	Working from home or in the field whilst social distancing	Firmstep Telephone Whats App Facetime Zoom Microsoft Teams 8X8 Email Face to face in other locations in the District including client's front gardens and rear gardens Otley Way Family Centre (South Oxhey) Step Up (South Oxhey)	Police Housing Providers Refuge Herts Mind Network St Giles Trust HCC HPFT HVCCG OPCC Districts / Boroughs Families First Partnership Adults With Complex Needs Group ASBAG CGL Spectrum	2 FTE £90,000 £120,000 0.5 FTE £303,000 £178,000 0.25 FTE 0.2 FTE 1.0 FTE 0.5 FTE within above within above £30,000 0.2 FTE £10,000	Review health and safety risk assessment for client visits  Services to remain virtual	Deaths of victims Deaths of victims Self harm and deaths Deaths Poverty & Homelessness Death and injury Long term trauma Terrorist attack Poor health outcomes Poor health outcomes Criminal harm Serious violence Increased complaints Lack of DA referrals	High priority services and use of external grant funding which is ringfenced for this purpose. SLAs in place with VCS providers and require long term notice.	All running



Hate Crime Reporting Partnerships Comms and Website Work Strategic Service and Financial Planning Framework				Additional Partnerships Officer Required 0.5 FTE Projects Officer Required 0.5 FTE		Council does not meet budget Service plans not reviewed nor are targets		
Communications Business engagement Staff Welfare Risk Management	Working from home	8X8 Firmstep Intranet Website	External partners comms managers Watford and West Herts Chamber of Commerce UNISON Staff Side	1.0 FTE Comms officer 0.5 FTE Business engagement officer	Review health and safety risk assessment if face to face work restarts.	Failure to deliver the recovery plan	High priority for CMT and JLT	Currently in progress
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
Consultation Work (but this may enable the needs lead delivery of services in categories above) and on occasion could be statutory Abbots Langley Youth Project Grant Roundabout Transport SLA Grant Finder CCTV Capital Grant Community Grant Capital Budget Community Grant revenue budget £9000 for leisure projects	Working From Home	8X8 Firmstep Telephone Whats App Website Facetime	YC Hertfordshire  Roundabout  Police	0.6 FTE   Within existing 1.0 FTE  Within partnerships officer 0.5 FTE.		No evidence base of service needs or outcomes  Increased youth unemployment and crime Isolation Increase in Crime  No new play areas Poor health outcomes	Medium priority but essential to demonstrating outcomes of council's work.  Promotes good partnership working perception.	All running but staff are stretched for recovery work and need back filling.
Staff Celebration	Working From Home	8X8 Firmstep Telephone Whats App Website Facetime	UNISON and Staff Side Service representatives		Review health and safety risk assessment for a face to face event	Failure to congratulate staff and maintain staff morale post recovery.	Low priority until an event that is face to face can be delivered.	Not a political priority at present.

<b>Service:</b>	Corporate Services		<b>Service Area:</b>	Corporate Services	<b>Head of Service:</b>	Emergency Planning & Risk Manager	<b>Lead Manager:</b>	Emergency Planning & Risk Manager
<b>Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)</b>	<b>Where will (or do) your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
Emergency Planning/Business Continuity	Staff working in office or at home	Email Video call Telephone	LRP partners	Representatives from all departments. Timescales have been relaxed during the pandemic, but will be	Staff available from all departments	N/A – statutory service (Civil Contingencies Act)	Reputational issues. Partnership arrangements with HCC	N/A – service is running and is required to continue

				reintroduced at some point in the future.				
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Priority Level 3 Activities (as defined above)</b>								
DP/FOI requests	Staff working from home or in the office	Email Video call Telephone	Services that are contracted out, eg parking, building control, commercial environmental health	Staff from all departments to provide requested information	Staff available from all departments	Increased complaints to ICO and possible fines	Reputational issues and political pressure	N/A – service is running and is required to continue
Communications	Staff working from home or in the office	Email Video call Telephone	LRF partners (for consistent comms). Website/intranet system providers. Social media providers.	Staff from all departments to prepare/agree comms.	Staff available from all departments	Incorrect or inconsistent messages being sent	Reputational issues and political pressure	N/A – service is running and is required to continue
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

<b>Service:</b>	Customer Services Centre (CSC)		<b>Service Area:</b>	CSC	<b>Head of Service:</b>	CSC Manager	<b>Lead Manager:</b>	CSC Manager
<b>Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)</b>	<b>Where will (or do) your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Priority Level 3 Activities (as defined above)</b>								
Resident access to TRDC (Telephone & Email)	Staff working remotely & in TRH	Website (self help) Social Media Telephone Email Web Chat? Virtual Meetings?	All Heads of Service ICT Facilities	Full CSC staff team ICT working (connectivity; system availability) Laptops, screens Equipment for remote working - Chairs/desks/cables??	No additional resources for remote working. Working within TRH social distancing measures in place PPE available	Access to TRDC services still available on line for residents Staff working remotely to answer telephone/email enquiries	None	On-going
Face to Face – TRH Visitors	TRH	Self help facility Face to Face Virtual meetings	All Heads of Service ICT Facilities	Perspex screens for Reception and OSS desks Social distancing measures and guidance PPE Limited opening of the public area Appointment system ICT support for virtual meetings with TRDC officers	Government guidance to the opening of building All safety measures and resources in place	Frustration at not being able to 'see' officers face to face Reputation of TRDC diminishes Contractual obligation to deliver counter police service not met	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented Reputation of TRDC and members affected. Contractual obligation to deliver counter police service not met	Dependent on Facilities to put all safety measures in place following Government/PHE/HSE guidance. Dependent on Leader of the Council CEO and Directors' decision.
Admin	Staff working remotely & in TRH	Website (self help) Electronic applications Email	All Heads of Service ICT	Full CSC staff team ICT working (connectivity; system availability)	No additional resources for remote working.	Admin would still be available and managed as current	None	On-going

				Laptops, screens Equipment for remote working - Chairs/desks/cables??	Working within TRH social distancing measures in place PPE available	remote working and regular daily visits to TRH		
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

Service:	Community Services		Service Area:	Environmental Protection	Head of Service:	Head of Community Services	Lead Manager:	Waste & Environment Manager / Environmental Strategy Manager
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will (or do) your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Environmental Protection – collections;</b> refuse, recycling, food, garden waste, bulky waste, trade waste and recycling, and clinical waste collections	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Service running as before. Adjustments have been made for online booking of bulky waste – but this doesn't affect the operations end. Impact is less calls to CSC.  Email Telephone Social media	Vehicle maintenance contractors.  HCC for disposal.  Trade customers  Bartec- Collective	Operational (with agency if needed) and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts	Service running efficiently now	Waste not collected. Residents and businesses have waste piling up Public Health issues.	Reputational damage.  Vehicle maintenance contract.  Waste disposal contracts (although HCC and WHBC hold these)	Service is running and is required to continue.
<b>Environmental Protection – Grounds Maintenance;</b> cemeteries & playground inspections, litter/dog bin emptying including the Aquadrome	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Service running as before.  Email Telephone Social media	Battlers Wells Foundation  Funeral Directors  Aquadrome users  HCC for waste disposal  Bartec- Collective	Operational (with agency if needed) and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts	Cemeteries – running 'as normal' with additional tasks e.g. extra disinfecting, social distancing, closure of cemetery during funeral  Playgrounds – remain closed. Checks on-going.  Litter/dog bins as normal.	Cemeteries – unable to carry out burials, possibly back-log at morgues.  Build-up of litter and dog waste at parks and open spaces.	Reputational damage.  Vehicle maintenance contract.	Service is running and is required to continue.
<b>Environmental Protection – Street Cleansing;</b> litter bin emptying, street sweeping, clearance of fly tips	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further	Service running as before.  Email Telephone Social media	HCC for waste disposal  Bartec- Collective	Operational (with agency if needed) and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts	Service running efficiently now	Build-up of litter and fly tips	Reputational damage.  Vehicle maintenance contract.	Service is running and is required to continue.

	advice return all returning to the depot.							
<b>Environmental Protection – Animal welfare &amp; licensing</b>	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone Social media  Site visits	Bartec- Collective  Vets  Kennels	PPE  Vehicle maintenance and availability of parts	Service running efficiently now.  However the Council needs to make a decision re face to face and home visits as this is part of the service not currently running.	Welfare and licensing not carried out at a detriment to animals.	Reputational damage.	Awaiting advice/risk assessments re carrying out of home visits.
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Environmental Protection – Enforcement;</b> investigate fly tipping, abandoned vehicles, monitor flats contamination, other enforcement e.g. trade waste	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone Social media  Need to consider how face to face PACE interviews are carried out.  Site visits	Abandoned vehicle contractors (managed via WHDC)  Legal  Bartec- Collective	Operational and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts.  Availability of a suitable interview room and guidance for carrying out of face to face PACE interviews.	Service running efficiently now.  Except face to face PACE interviews. The Council needs to make a decision re face to face and make necessary arrangements for a suitable room, PPE provision and guidance.	Fly tippers get away with no repercussions.  Contamination at flats builds up and is not communicated to residents properly.  Abandoned cars are left on the street.	Reputational damage.	Service is running and is required to continue.  Awaiting advice re carrying out of interviews – no timescale set by EP. This is a Council-wide issue as not the only department who carries out interviews.
<b>Environmental Protection – Grounds Maintenance;</b> grass cutting	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Service running as before.  Email Telephone Social media		Operational and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts.	Service running efficiently now.	Grass grows – complaints received	Reputational damage.  Vehicle maintenance contract.	Service is running and is required to continue.
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
<b>Environmental Protection – football pitch hire</b>	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone	Football users  FA  Leisure department	Operational and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts.	The FA need to issue guidance about the re-start to match play.  The Council will need to determine any fee changes if the season is shorter than normal.  Grounds will need time to mark the pitches.	Football users look elsewhere for pitches to play on (presuming others are open), loss of income.	Reputational damage.	Timescale will be known once further advice from the FA is issued.

					Advice will be needed around use and cleaning of pavilions.			
<b>Environmental Protection – community toilets</b>	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone	Providers of the community toilets; Henderson Hall, Chorleywood Library, YMCA, TRH, Watersmeet, Menap Rickmansworth, The Fox & Hounds Croxley Green, South Oxhey Leisure Centre.	Confirmation these are happy to remain as community toilets.	The Government to advise on opening of more businesses.  The businesses in question to determine if they are happy to remain as a Community toilet under any new guidance.	Toilets are not available for the public.	Minor.	Timescale will depend on Government advice.
<b>Environmental Protection – outreach and awareness</b>	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone Social media  Outreach events (online and face to face)	WasteAware  Community groups  Schools  Members	More guidance on hosting virtual events. (could be useful for other departments too)  Continuing to push messages via campaigns on social media.	The Government guidance for events.  Schools happy for external for external visitors.  More research into carrying out online events in the mean time.	Campaigns continue to run as normal, with advice and information.	Messaging around waste disposal and recycling correctly is politically sensitive in maintaining high recycling rates.	Timescale will depend on Government advice.
<b>Environmental Protection – Grounds Maintenance; bowling greens</b>	Operational staff work from Batchworth Depot.  Office based staff currently working on a rota system from Batchworth Depot. Awaiting further advice return all returning to the depot.	Email Telephone	Bowling clubs	Operational and office staff.  A supply of relevant PPE.  Vehicle maintenance and availability of parts.	Due to recommence 22 <sup>nd</sup> June.  Awaiting risk assessments from the bowling clubs – to include use of pavilions.	Bowling clubs don't run.  Loss of income.	Likely to be political sensitivity.	Due to open 22 <sup>nd</sup> June.
<b>Environmental Protection – Pest Control</b>	Managed by WBC	Email Telephone	WBC	Managed by WBC	Only external treatments are being carried out at this time.  WBC will continue to review Government advice about going into properties.	There are other pest control providers	There are other pest control providers	External treatments on-going. Review by WBC in 2 weeks (from 15 <sup>th</sup> June)

<b>Service:</b>	Economic & Sustainable Development		<b>Service Area:</b>	Economic & Sustainable Development	<b>Head of Service:</b>	Head of Planning Policy & Projects	<b>Lead Manager:</b>	Head of Planning Policy & Projects
<b>Delivery Aspect/Activity</b> (E.g. Film Programme, Parking Enforcement, Post and Courier)	<b>Where will (or do) your staff work?</b> (e.g. <i>working from home, regular site visits</i> )	<b>What will your new customer relationship be and how will you communicate with them?</b>	<b>Who are your key partners that will support you with your service restoration?</b> (e.g. <i>CAB, MIND, SLM etc.</i> )	<b>What resources do you need to restore or continue to run your service?</b> (e.g. <i>financial, staffing, equipment etc.</i> )	<b>What needs to happen to restore or continue the service?</b> (e.g. <i>government guidance needs to change, additional resources needed</i> )	<b>Implication of Service not being restored or not continuing to run</b> (i.e. <i>justification why the service is needed</i> )	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery?</b> (e.g. <i>within the next month or if a temporary new service,</i>

Service, One Stop Shop etc.)		(e.g. online portal, video call etc.)						it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
Reopening High Street Fund (Economic and Sustainable Development) Additional work in response to Covid19	Staff working from home	Email, Video Call, telephone	Head of Regulatory Services, Leisure Development Manager, Senior Transport Officer, Principal Solicitor, Designer and Finance Section Head.		Additional workload spread between officers – anticipated short term.	Social distancing posters in relation to retail parades across District will not be displayed nor any measures implemented following the reopening of non-essential shops	Reputational risk – Council seen as not doing anything to promote social distancing	Anticipated that this can be done without additional resources but should be recognised this is additional work for officers involved.
Herts Warmer Home Scheme(service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	HCC and Yes Energy Ltd	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Vulnerable people unable to access ECO Funding to install energy efficiency measures and heating.	Reputational risk if unable to assist vulnerable residents	N/A – service is running and is required to continue
<b>Priority Level 2 Activities (as defined above)</b>								
Local Plan (service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, Telephone	Developers, Agents, Statutory stakeholders (Infrastructure providers, HCC, MHCLG, Natural England, Historic England etc) neighbouring local authorities, Planning Inspectorate, Legal, Development Management, Consultants.	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Failure/Delay in delivering Local Plan. Failure to agree critical cross boundary strategic planning issues with prescribed 'Duty to Co-operate'	Politically sensitive. Consultants under contracts to complete evidence base studies.	N/A – service is running and is required to continue
Neighbourhood Planning (Service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	Parish Councils, Independent Examiner, POS ltd, Place Services, Statutory Stakeholders	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Failure in providing statutory advice to parish councils currently preparing neighbourhood plans. Failure to complete examination of Chorleywood Neighbourhood plan.	Reputational risk and potentially politically sensitive given that this is related to Parish councils.	N/A – service is running and is required to continue
SW Herts Joint Strategic Plan (service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	South West Herts Officer Group and South West Herts Members Group	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Preparation of SW Herts Joint Strategic Plan fails to meet key project milestones. Implications for Local Plan currently being prepared.	Reputational risk due to partnership working with SW Herts local planning authorities. Implications for Local Plan currently being prepared	N/A – service is running and is required to continue
Community Infrastructure Levy(service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	Legal, Exacom (current software provider), Development Management	1 full time permanent staff	N/A – service running efficiently now	Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.	Reputational risk if CIL not administered in line with legislation and statutory timescales. Risk of financial loss.	N/A – service is running and is required to continue
Brownfield Register(service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	Land owners, developers	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Legal requirement to maintain a register. Provides details of previously developed sites that can be prioritised for development in the Local Plan or through windfall applications	Potentially politically sensitive given the need to release Green Belt in the Local Plan	N/A – service is running and is required to continue

Right to Build Register(service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	General public	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Legal requirement to maintain a register. Annual Charge made to cover the costs of maintaining the register which consists of residents who want to build their own home		N/A – service is running and is required to continue
Annual Monitoring Report(service already running) (Economic and Sustainable Development)	Staff working from home	Email, Video Call, telephone	HCC, Smart Herts (software)	4 full time permanent staff (time is also allocated to other service areas within Economic Sustainable Development)	N/A – service running efficiently now	Legal requirement to produce and publish AMR	Potential reputational risk as AMR details the Councils performance in relation to planning	N/A – service is running and is required to continue
Historic Environment(service already running) (Economic and Sustainable Development)	Place Services Ltd undertake this function	Email, Video Call, telephone	Place Services Ltd undertake this function	Continued use of Place Services Ltd	N/A – service running efficiently now	Historic and conservation advice would not be available to inform Development Management in the determination of planning applications	Service undertaken by Place Services under an SLA.	N/A – service is running and is required to continue
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

<b>Service:</b>	Electoral Services		<b>Service Area:</b>	Elections and Electoral Registration	<b>Head of Service:</b>	Electoral Services Manager	<b>Lead Manager:</b>	Electoral Services Manager
<b>Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)</b>	<b>Where will your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Electoral Registration</b>	Home working for 2 staff with 1 staff member in the office during peak registration periods to manage postal returns of registration forms to then be scanned  Around 32 temporary electoral canvassers work across the district during the canvass visiting residents to complete the electoral registration form	Legislation changes in reforming the canvass will allow us to utilise E: comms further to reduce reliance on paper forms posted back which should also reduce our costs  However the door-door part in October will still take place subject to covid-19 developments over coming months  On reopening of TRH we will see customers face to face to verify identities	Government bodies, the Electoral Commission, Association of Electoral Administrators providing guidance and advice.  External suppliers including our software, print and automated response services – Civica are a key and critical external partner as we do not have the capacity internally to run the service  Royal Mail will post out and return applications via second class post	Full permanent staff from the end of June returning from secondment duties  We need our canvassers to return to carry out canvassing duties or new recruits to fill any gaps  We need access to scanning equipment at the office to scan received registration and other types of electoral forms and correspondence for example postal and proxy vote applications  Electoral Services currently receive part funding by the Cabinet Office for	Note – the service has been maintained at a skeleton level although a drop in people registering to vote has been noticeable about 50% reduction for the period March to June.  Canvass has been confirmed to go ahead but in a reformed manner and kept under review by the Cabinet Office  We are monitored externally by the Electoral Commission and will need to react to further guidance and directions given	Service is statutory taking place across the UK.  People’s right to vote and participate in elections is fundamental to our democracy  If residents are unable to register to vote then we would receive a large number of complaints (currently the electorate is around 70,000)  Failure of electoral commission standards would see us part of electoral reports	Electoral Registration and the canvass in independent of Members and the council.  The Electoral Registration Officer (Jo Wagstaffe) holds personal responsibility for publishing the electoral register and has to meet her legal obligations as well as Electoral Commission performance standards	As detailed in our project plan our next major registration event the annual canvass will start on 23 June when we upload the electoral register to the DWP to data-match residents against government records to confirm residence.  The registration timetable applicable to England and Wales is still in effect and must be adhered to  An extension has been granted for the

		Legislation requires that citizens have a choice over registration methods either traditional paper form or via online or telephone registration		registration, however this is expected to drastically reduce which will impact on our already under pressure budget		The results of follow-on elections could be legally challenged in the courts  Our internal KPI would not be met which stand at 90% response rate to the annual canvass and 100% at processing electoral applications in accordance with monthly timetable		publication of the new register from 1 <sup>st</sup> December 2020 up until 1 <sup>st</sup> February 2021. This provides a safeguard if any registration activities are curtailed by Coronavirus
<b>Elections</b>  <a href="#">See addendum at end of document for further detail</a>  The next scheduled elections will be the combined district, PCC and County elections to be held on Thursday 6 May 2021  Any vacancies that occur before then i.e. due to death, resignation or disqualification will be held on that date in May 2021	A mixture of home and office working dependent upon where we are in the timetable  Supporting staff to open postal votes and count votes will be required to work at TRH and or Watersmeet (around 150 temporary employed people)  Staff will also be required to work remotely at polling stations on polling day (around 200 people)	Unknown at present and under government consideration.  Traditionally voters go to vote at our 40 or so polling stations across the district – except for some 10,000 postal voters who vote remotely and return a postal ballot.  Postal voting may increase in the current climate or be encouraged by government as may proxy voting if voters do not want to vote in person but ask someone else to act for them  It is not impossible that other forms of voting could be considered i.e. early voting, online voting etc.	Government bodies, the Electoral Commission, Association of Electoral Administrators providing guidance, advise and support  External suppliers including our software, print and automated response services – Civica are a key and critical external partner as we do not have the capacity internally to run the service  Royal Mail will post out and return postal votes  Premises holder across the district provide venues to act as polling stations i.e. community halls, schools and church facilities	Elections are a corporate event and support will be required from across the council as in previous years, but more so as running 3 major polls plus any Neighbourhood planning referendums and any postponed electoral events from 2020 which is unprecedented  A number of key staff support elections as part of the elections project board. Activities and meetings. Preparations and project team meetings will take place from the end of 2020	Not applicable at this time because planned elections are some 10 months away	Service is statutory with elections taking place across the UK.  People’s right to vote and participate in elections is fundamental to our democracy  If residents are unable to vote then we would receive a large number of complaints (currently the electorate is around 70,000)  Failure of electoral commission standards would see us part of national electoral reports  The results could be legally challenged in the courts  Our reputation would take a battering and the position of the Returning Officer could be in jeopardy	By their very nature elections are a political event. Again as for registration Joanne Wagstaffe as Returning Officer takes personal responsibility for the management of the polls	Planning for these polls within a project management approach will need to start before the end of 2020.  By their very nature elections are high dependency and high risk and are very expensive to manage and the authority must be prepared to deliver any electoral event within existing legislation and timetables

Service:	Facilities		Service Area:	Facilities	Head of Service:	Head of Housing	Lead Manager:	Facilities Manager
<b>Delivery Aspect/Activity</b> (E.g. Film Programme, Parking Enforcement, Post and Courier)	<b>Where will (or do) your staff work?</b> (e.g. working from home, regular site visits)	<b>What will your new customer relationship be and how will you communicate with them?</b>	<b>Who are your key partners that will support you with your service restoration?</b> (e.g. CAB, MIND, SLM etc.)	<b>What resources do you need to restore or continue to run your service?</b> (e.g. financial, staffing, equipment etc.)	<b>What needs to happen to restore or continue the service?</b>	<b>Implication of Service not being restored or not continuing to run</b> (i.e. justification why the service is needed)	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery?</b> (e.g. within the next month or if a temporary new service,

Service, One Stop Shop etc.)		(e.g. online portal, video call etc.)			(e.g. government guidance needs to change, additional resources needed)			it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
Post Incoming	Staff on site to receive and open mail and receive deliveries	All Staff & Tenants	Royal Mail	This service has continued throughout lock down. Post has been scanned on arrival and sent to the relevant department electronically	This new approach should continue to promote a digital service. Incoming post is being monitored to identify high use areas	No incoming post sent to staff and members	No Service	N/A – service is running and is required to continue
Post Outgoing	Staff on site to frank and post out	All Staff via email	Royal Mail & Quadiant	This service has continued throughout lock down. Outgoing post has been auto printed to the printer located on the ground floor. A member of CSC has been coming in 3 times a week to deal with any fulfilment requirements (Additional leaflets or forms) The documents have then been passed to the facilities team to envelope and process. Staff have also sent requests for printing direct to the print room. Letters requiring signing have been PP'd by the Facilities Manager others have contained an electronic signature. No recorded delivery or special requests have been done in this period. The Facilities Manager has sealed documents on behalf of Legal. Post is being put in the Royal Mail post box. When staff do return consideration will need to be given for Royal Mail to resume collection direct from the office	Contact Royal Mail to resume collection	No outgoing post to our customers. Statutory Notices not sent	No Service. Contract for franking Machine is with Quadiant and expires March 2021	N/A – service is running and is required to continue
<b>Priority Level 2 Activities (as defined above)</b>								
Print Service	Staff on site to print	Staff, Members & external customers	Canon UK	Service has continued	Service to continue	Unable to print documents	Printers Canon UK contract expiry January 2021	N/A – service is running and is required to continue
Facilities Management (Statutory)	Staff and/or contractors available to carry out compliance testing. Staff can also work at home	Staff & Tenants All council email	Key staff & Contractors	Service has continued	Service to continue	Failure to comply with statutory requirements	Non compliance	N/A – service is running and is required to continue
On Site Security, alarms CCTV and fire extinguishers etc.	Staff to manage contract and ensure all working correctly. Can be done both remotely and onsite	All staff & Tenants	ADT, Selecta, Chubb, Access Control	Service has continued	May need review as the office environment changes	No Service to staff and safety compromised	Numerous Contracts	N/A – service is running and is required to continue

Cleaning Services	Staff will be required to monitor and manage the contract – this can be done remotely and onsite	All staff	Tenon FM	Cleaning duties have been reduced as staff were not in the building. A deep clean of TRH has been carried out and the building given a full clean. Hours will be reviewed regularly to ensure that hygiene requirements are met and will need to be scaled up when requirements are known. Additional cleaning throughout the day (on return to office) will incur additional charges. Service at Batchworth has been constant. Basing House was closed and re-opened on 15 June so service has resumed there. No service at Watersmeet	Upscale to provide appropriate levels of service, Government guidance needs to be complied with so additional services may be necessary	No Services to staff and safety compromised	Contractual obligations	Able to upscale within 1 week when requirements are known
Manned Guarding TRH	Provided by External service	All staff & Members	Securitas	Security ceased in March when the building was closed. Facilities staff have been opening and closing the building in accordance with the reduced opening hours. Consideration needs to be given as to what our requirements will be in the future. Will we require security for meetings out of office hours? What should be office opening hours? Do we need manned guarding or just someone to shut the building up – we do have Police on site 24/7	Agreement on the opening hours of the building and if we need manned guarding or just a security service	No onsite security – Is this an Insurance risk?	Members may require a security presence should in house meeting restart	Able to mobilise within 2 working days, future provision to be considered as part of New Ways of Working group
<b>Priority Level 3 Activities (as defined above)</b>								
Courier Service	Staff Working in the office	No courier for Revenues and Benefits, instead scanning documents should continue, this works well and will assist with digitalisation. Incoming post for Batchworth to be scanned and investigate outgoing post options as part of New Ways of Working	Staff	Courier service to Batchworth Depot has continued on a 3 day per week basis. Post for Revenues & Benefits has been scanned	When the building is open 5 days per week consideration needs to be given as to what service Batchworth require. Their requirement is more about mail going out rather than post received.	No post to or from Batchworth Depot	No	Able to provide immediately if required but future provision should be considered as part of the New Ways of Working group
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

Service:	Finance		Service Area:	Finance & Fraud	Head of Service:	Head of Finance	Lead Manager:	Head of Finance
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
Finance including Fraud	Mainly from Home	No change	Internal colleagues/ external organisations	No change from current establishment	None - BAU	Statutory Finance & Fraud service- Financial penalties, reputational damage, creditors not paid, increase Fraud, loss of income, increased expenditure, Council not insured and no control over the Council's finances	Ensuring that the service is provided to both TRDC & WBC as per the agreed metrics	BAU
<b>Priority Level 2 Activities (as defined above)</b>								
Budget Monitoring	Mainly from Home	No Change	Internal colleagues	No change from current establishment	None - BAU	Loss of control & management over the Council's finances	Ensuring that the service is provided to both TRDC & WBC as per the agreed metrics	BAU
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

Service:	Housing Services		Service Area:	Housing	Head of Service:	Head of Housing	Lead Manager:	
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will (or do) your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Homelessness</b>	Office based or working from home  Home visits to customer's homes  Rough sleeper visits (any land in the district)	Initial interviews to be conducted via video calls. Face-to-face interviews where this is not possible.  Ongoing correspondence via telephone, email and online customer portals	Registered providers, private rented sector landlords  Community Partnerships  Other support services, including: Homeless charities (e.g. Herts Young Homeless, New Hope), NHS (e.g. MH services), CAB, MIND, Police, Refuge, HCC.	CSC to continue to deal with initial queries and direct to online help/application.  Fully staffed Housing Options Team, including successful recruitment to the vacant Housing Options Officer post.	Service running now. All interviews are conducted over the telephone. Rough sleeper visits are currently the only face-to-face contact.  Covid-19 measures in place to facilitate home visits and rough sleeper visits.	Increase in street homelessness and vulnerable customer's need not being met  Increased demand on other support services (e.g. NHS, charity sector, mental health services)	Reputational damage  Risk of legal challenges	N/A – overall service is running and is required to continue.  Home visits to resume when it is safe to do so, based on Government and Council directives.

				Adequate technology to facilitate video calls with customers.  Self-help area in reception that customers could use to connect for video calls if unable to do so.  Sufficient PPE to facilitate safe face-to-face and home visits for staff	Three Rivers DC offices to open to members of the public.	Failure to provide a statutory service  Homelessness prevention could reduce due to no home visits		
<b>Provision of temporary accommodation</b>	Office based or working from home	Initially Face-to-face meetings to sign up relevant declarations (customers may not respond to declarations sent by email).  Investigate the ability for customers to electronically sign declaration so that sign-up can be done by video call.	Temporary accommodation providers  Watford Community Housing  Property team	Two F/T housing supply officer (in post)	Service running now but not at full capacity as unable for customers to sign declaration. All declarations are currently emailed to customers and/or verbally explained over the telephone.  Three Rivers DC offices to open to members of the public.	Increase in street homelessness and vulnerable customer's need not being met  Increased demand on other support services  Failure to provide a statutory services.	Reputational damage  Risk of legal challenges	Although service is running, it is not fully functional as declarations not being signed.  Face-to-face sign-ups to resume when the office opens
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Temporary accommodation income</b>	Office based or working from home	Correspondence via telephone, email and online customer portal.  Assistance completing online Housing Benefit forms over the phone.  Assisting customers in person where this is simply not possible.  Rent management of TRDC managed properties and nightly-let	Revenue & Benefits, Sundry Debtors (TRDC)	Two F/T housing supply officer (in post)	Service running but not at full capacity. Covid-19 working practices carry a risk that customers may not complete a housing benefit application.  Withdrawal of Government "Everyone In" initiative  Three Rivers DC offices to open to members of the public.  Covid-19 measures in place	Customers accrue rent arrears and are unable to move on into secure accommodation.  Loss of income from temporary accommodation  Increase in temporary accommodation numbers and costs.	Increase in temporary accommodation numbers and costs.	Will continue as now but full service will resume when Government initiative withdrawn
<b>Temporary accommodation visits (TRDC owned and managed properties)</b>	Visits to Three Rivers owned and managed TA properties	Correspondence via telephone, email and online customer portal.  Property visits with tenants in attendance at the start, during and end of tenancies	Property Services (TRDC)	Two F/T housing supply officer (in post)	Government review of lockdown measures and Council decision on visits to properties.  Covid-19 measures in place to facilitate visits to properties	Unable to identify the condition of a property before and after a tenant moves into a Three Rivers owned property.  Unable to recharge tenants for damage caused during the tenancy.		In line with Council decision to resume visits to properties

<b>Housing advice</b>	Office based or working from home	Correspondence via telephone, email and online customer portal	Registered providers, private rented sector landlords  Community Partnerships  Other support services, including: Homeless charities (e.g. Herts Young Homeless, New Hope), NHS (e.g. MH services), CAB, MIND, Police, Refuge, HCC.	Fully staffed Housing Options Team, including successfully recruitment to the vacant Housing Options Officer post.	Service running now	Customers unable to access housing advice services, no signposting to other support services.  Missed opportunities for early intervention work.  Failure to provide a statutory service	Reputational damage	N/A – service is running and is required to continue
<b>Private rented sector scheme</b>	Office based or working from home  Visits to private rented sector properties	Telephone and email correspondence with customers and landlords  Property viewings with prospective tenants and landlord in attendance  Property inspections & inventories with tenants and landlord in attendance	Private rented sector landlords  Lettings agents  Residential Environmental Health (TRDC)	Successfully recruitment of the Private Housing Co-ordinator post	Service running now  Covid-19 measures in place to facilitate visits to properties	Unable to source properties in the private rented sector.  Limits the Council's ability to utilise the private rented sector to discharge homelessness duties (including preventing homelessness)	Increase in the number of households in temporary accommodation and their length of stay.  Increase in reliance on Registered Providers for move-on accommodation	N/A – service is running and is required to continue
<b>Housing Allocations</b>	Office based or working from home  Visits to customer homes	Correspondence via telephone, email and online customer portal  Home visits only where necessary to verify a customer's housing situation.	Registered providers	Two F/T housing supply officer (in post)	Service running now  Covid-19 measures in place to facilitate home visits.	Customers in temporary accommodation or housing that does not need their needs are unable to move on into alternative secure housing.  Impact on move-on from supported accommodation projects, temporary accommodation and other projects or placements (e.g. care leavers).	Reputational risk  Increase in the number of households in temporary accommodation	N/A – service is running and is required to continue  Home visits to resume when it is safe to do so.
<b>Housing Enforcement</b>	Office based or working from home  Site visits (primarily homes).	Correspondence via telephone, email and Firmstep  Video and photographic evidence provided by customer where practical.  Property visits with tenants and/or landlord in attendance where absolutely necessary	Housing Supply and Housing Options teams (TRDC)  Registered providers, private rented sector landlords	Fully staffed Residential Environmental Health Team	Service running now  Covid-19 measures in place to facilitate home visits.	HHSRS hazards not identified nor addressed by landlords  Tenants living in unsuitable or unsafe housing conditions  Failure to provide statutory service	Reputational risk	N/A – service is running and is required to continue  Site visits to resume when it is safe to do so.

<b>Pollution control</b>	Office based or working from home  Site visits (any land in our district).	Reporting can be done by email, telephone, Firmstep or app.  Correspondence via telephone and email.  Face-to-face will be required for onsite visits.	Community Partnerships  Registered providers, private rented sector landlords	Fully staffed Residential Environmental Health Team	Service running now  Covid-19 measures in place to facilitate home and site visits.	Failure to address pollution control and hazardous issues across the district  Failure to provide statutory service	Reputational risk	N/A – service is running and is required to continue  Site visits to resume when it is safe to do so.
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Housing Policy &amp; Strategy</b>	Office based or working from home	Online consultation with members of the public and partner organisations	Community Partnerships	Staffing resources currently directed toward Covid-19 are made available for policy and strategy work	Service running at low capacity. To reach full capacity requires resource of other officers currently working on Covid-19 issues	Delays will mean longer time periods to complete or update statutory documents and policies		Dependant on ongoing recovery work planning
<b>Grants (DFG authorisations)</b>	Office based or working from home	No change	Herts Building Control, HCC  LA1 to take over authorisation	Staffing resources currently directed toward Covid-19 are made available for DFG authorisation	Resource time of existing authorisation Officer.  Service to transfer to LA1 when able to do so	DFGs not approved within specific timescales  Vulnerable people not getting required adaptations		Existing applications to be approved within the month.  Service to transfer to LA1 in X time
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
<b>Affordable Housing Development</b>								

<b>Service:</b>	Human Resources		<b>Service Area:</b>	HR	<b>Head of Service:</b>	Head of Human Resources	<b>Lead Manager:</b>	HR Manager Operations
<b>Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)</b>	<b>Where will your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
HR	Staff working from home	Email Video call Telephone Staff portal for forms	N/A – only have contractual relationships as follows: Zellis (current payroll provider) Midland HR (MHR) new provider and implementation to start from 1 July. First Care Occupational Health Edenred – employee benefits LGPS Comensura (agency staff) Herts CC – for eLearning platform	None - Staff working effectively from home now and within budget	Additional resources required to support payroll implementation – being addressed via Watford and Comensura.	Salary payments delayed/not made Members allowances not paid 3 <sup>rd</sup> Party payments not made to HMRC, LGPS, HR advice not provided to managers or staff L&D not provided or eLearning not available Recruitment delayed Expenses for staff and members not paid.	Potential reputational damage if HR service cannot be delivered; Employee Relations cases could increase; fines from government bodies (HMRC; LGPS)	Service provided from home now with no detriment. No urgency or desire to return to office working.0

			Webrecruit ( Applicant tracking system) West Herts Crem Parish Councils					
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
Payroll delivery	Staff working from home	Email Video call telephone	Zellis (current provider) Midland HR (MHR) new provider and implementation to start from 1 July.	Two permanent staff team (at least 3 days per week)	No change required – service running efficiently now.	No salary payments to staff or allowances to members. 3 <sup>rd</sup> party payments not made (HMRC; Pensions; others)	Staff and members would be unhappy with this scenario happening. Extremely severe reputational damage. Contract with current provider until March 2021.	Not really relevant as service is being provided adequately now.
<b>Priority Level 3 Activities (as defined above)</b>								
Provision of HR advice and guidance	Staff working from home	Email Video call telephone	Managers, staff, external fee paying clients – Parish Councils and WHC.	2 members of staff minimum across 5 days	No change required – service running efficiently now.	Timely advice not provided for managers, staff or external clients	ER cases could increase; grievance or disciplinary cases not follow the correct procedure; managers not supported with difficult decisions leading to inconsistent or wrong approach being taken.	Not really relevant as service is being provided adequately now.
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
All other aspects of HR – eLearning, recruitment, provision of management information, OD; policy updates, Pensions advice, starters and leavers details etc.	Staff working from home	Email Video call telephone	All managers, staff, members and external clients.	6 members of staff across 5 days a week.	No change required – service running efficiently now.	Timely advice not provided for managers, staff or external clients	Recruitment delayed leading to potential service disruption; mandatory eLearning not undertaken; policies not updated to reflect changing legislation or new ways of working	Not really relevant as service is being provided adequately now.

<b>Service:</b>	Shared Services ICT		<b>Service Area:</b>	Projects Team	<b>Head of Service:</b>	Head of ICT	<b>Lead Manager:</b>	Head of ICT
<b>Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)</b>	<b>Where will (or do) your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
Initiate O365/cloud based licencing project	Home	NA	Phoenix, current provider for MS enterprise agreement	Staffing, financial. Already factored within structure,	Prioritisation of this project.	Financial implications of not transitioning to Cloud based licencing model. Microsoft	Increase to Microsoft licence spend, if business case is not	Business case to be ready within July, Microsoft EA to be

				project/technical resources and within Capital budgets.		requires a business case, including an application position	approved by Microsoft, extensive challenges around any Microsoft/third party integrations.	retendered by August 2020.
Service Delivery	Home/Office	Increase in management of technical issues remotely. As has happened through lockdown. Expect this position to continue whilst social distancing measures are in place.	Amicus ITS	No additional resources required.	None	This part of the service is required to support other services to deliver. Key part of this service supports the laptop and VPN.	None	Ongoing
Infrastructure Services	Home/Office	Increase in management of technical issues remotely. As has happened through lockdown. Expect this position to continue whilst social distancing measures are in place.	Amicus ITS, Cool Spirit, VMware, CommVault, Microsoft,	No additional resources required.	None	This part of the service is required to support other services to deliver. Ongoing/proactive management of infrastructure/security is essential in avoiding/preventing downtime.	None	Ongoing

**Priority Level 3 Activities (as defined above)**

Projects Team	Home	As has occurred through lockdown, projects will be managed remotely wherever possible. Increasing and maintaining through video/audio calls.	Various e.g. 8*8, BT, Amicus, Capita Software etc	No additional resources expected at this point.	Re-prioritisation of existing projects, e.g. priorities are: 1. New projects as a result of COVID, such as new kit for community, digital forms, PCI compliance. Time has been lost due to COVID activity, so additional resources moved to Microsoft project. Delays in finalising core infrastructure transformation, security impact as a result.	Impact on individual services and their proposed projects, if ICT resource is not available.	Possibly, would be defined by individual project leads.	NA.
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**Priority Level 4 and 5 Activities (as defined above)**

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<b>Service:</b>	Leisure (Community Services)		<b>Service Area:</b>	Leisure Development	<b>Head of Service:</b>	Head of Community Services	<b>Lead Manager:</b>	Leisure Development Manager
<b>Delivery Aspect/Activity</b> (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	<b>Where will your staff work?</b> (e.g. working from home, regular site visits)	<b>What will your new customer relationship be and how will you communicate with them?</b> (e.g. online portal, video call etc.)	<b>Who are your key partners that will support you with your service restoration?</b> (e.g. CAB, MIND, SLM etc.)	<b>What resources do you need to restore your service?</b> (e.g. financial, staffing, equipment etc.)	<b>What needs to happen to restore or continue the service?</b> (e.g. government guidance needs to change, additional resources needed)	<b>Implication of Service not being restored</b> (i.e. justification why the service is needed)	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery?</b> (e.g. within the next month or if a temporary new service, it will no longer be needed by X)

**Priority Level 1 Activities (as defined above)**

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Targeted Active Families (for the most vulnerable families in the district)	Staff will be working on site within school grounds  5 locations across the district: - Maple Cross/Mill End – Reach Free School - Rickmansworth/Croxley Green – Rickmansworth School - Abbots Langley/Bedmond – Parmiters School - South Oxhey – Warren Dell School - Chorleywood – St Clement Danes School/The Junction	Families will be referred onto the scheme by partner organisations.  Comms to partners via email and telephone conversations.  Referral form used (to be added to Firmstep)	CAB, MIND, Schools, IFST, YC Hertfordshire, Food Hub	Staffing to plan and implement the project.  Play Rangers team to deliver the project  Equipment for activities and sessions  Food Hub to provide a food parcel for families to take home  Sport Equipment pack for families to take home  PPE to deal/manage first aid situations.	Three Rivers approval to allow for the sessions to take place  External funding secured to deliver the sessions or use funding from existing budgets where a usual summer programme e.g. Active Families in parks and open spaces towards the project cost / match funding  Re-deployed Play Ranger team to return to the service to deliver the sessions.  Re-deployed Play Development Officer and Sports Development Officer to return to the service to plan and manage sessions	The summer holidays will mean a period of time where vulnerable families, including children and young people will be isolated. Some may have been isolated since March when the lockdown commenced and these sessions will provide much needed support around mental health and wellbeing, social interaction and general support for the families through MIND/CAB.	No	Decision to proceed will be needed within the next week, so that funding can be applied for and planning put in place to deliver the sessions.  The project will then run for 5 weeks of the summer holidays.
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**Priority Level 2 Activities (as defined above)**

LCP HLF Project	Staff managing the project will be working from home with regular site meetings  Park Ranger will be based on site and within the HIVE  Activities delivered by the Park Ranger and partner organisations will be on site and / within the HIVE	Customers will be required to book and pay (where relevant) online via the leisure booking system.  Advertising will be via social media, using existing email mailing lists and on the leisure website.	National Lottery Heritage Fund  Leavesden Hospital History Association  Friends of Leavesden Country Park  Probation Service?  YMCA including Woodlands Café and Leavesden Cycle Hub  IFST – Young Carers  Healthy Hub?	The project is funded by the National Lottery Heritage Fund and S106 Signage / information to support social distancing measures in and around the park and the HIVE  Availability of hand sanitiser and hand washing facilities  Public toilets for when sessions commence?  Regular cleaning of the HIVE should sessions be back within the building  Casual staff to support activities where necessary  PPE to deal/manage first aid situations.	Three Rivers approval to recommence activities  Government guidance to extend the number of people who may attend sessions from 6	Targets and objective set by the National Lottery Heritage Fund will not be achieved.  Evidence shows the benefits activities in the outdoors can have on mental health and wellbeing.  Impact on corporate objectives, including number of attendances and satisfaction with parks and open spaces and leisure activities.	Three Rivers District Council are under contract to deliver a 3 year project until 31 October 2021. This includes a number of targets and objectives to be delivered.	Officers have been planning a preparing a programme of activity and delivery could commence for the summer holidays onwards.  The Friends of Leavesden Country Park could commence activities, socially distanced as soon as agreement was made.
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**Priority Level 3 Activities (as defined above)**

Holiday Playschemes (including referrals)	Staff managing the project will be working from home with regular site meetings  Casual staff will be based on location at the playscheme	A survey is currently underway to ascertain feedback on whether or not parents/carers would make use of the holiday playscheme	Schools, Hertfordshire Early Years team, Ofsted, training providers e.g. Catapult First Aid and ECP Safeguarding	Existing budget to deliver  Casual staff availability – those with the necessary qualifications, training and experience.	Government Guidance to allow summer activities to take place  Three Rivers agreement to commence activities	Survey update (11th – 17 <sup>th</sup> June) - 317 responses / 271 people have said yes. 153 said they would block book 1 week at a time / 73 said they would block book 2 weeks at a time. 220 would chose	The playscheme will need to be delivered, carefully following government guidance, working with the school in which the	A decision is needed by the 9 <sup>th</sup> July to enable this to be delivered to the standard required and to allow parents to book.
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		<p>Customers who complete the survey will be contacted directly</p> <p>Email mailing list, website and social media</p>		<p>Enough staff to enable continuity within social bubbles</p> <p>PPE to deal/manage first aid situations.</p>	<p>Parents will need to block book days, a week at a time, so that social bubbles can be established between groups of 15 children and 2 staff members with 1 site leader.</p> <p>There will be no 1:1s</p>	<p>Yorke Mead p/scheme and 71 at Bedmond p/scheme. 50 respondents are key workers / 86 work / 97 people would want to use it for social interaction purposes. The survey closes on the 26<sup>th</sup> June.</p> <p>As schools are not opening over the summer holidays, a number of working parents, particularly key workers will not be able to work due to a lack of available childcare. Many children have been isolated during this period, having a huge impact on physical and mental health and wellbeing – holiday playschemes are needed for these children.</p> <p>Many safeguarding concerns and referrals have come from playschemes in the past and it would mean these children would not be picked up or identified.</p>	<p>playscheme is delivered to achieve this.</p> <p>There is a risk that if a child or staff member tests positive, the social bubble would need to self-isolate and we would then need to refund customers.</p>	
Arts on Prescription	<p>Staff overseeing the project will be working from home.</p> <p>Sessions will take place on site (initially the Aquadrome) – this will include the Art Tutor and support Counsellor</p>	<p>AoP has been delivered on Zoom during the period so the existing “cohort” would be included in the first wave.</p> <p>Future sessions will be communicated directly to GP practices, Community Navigators and new partnerships established e.g. COVID-19 support groups.</p>	<p>GP surgeries, Community Navigators, MIND, CAB, COVID-19 support groups</p>	<p>Existing health and wellbeing budget</p> <p>Tutor to deliver the session as well as indoor space for the sessions to take place.</p> <p>Art materials</p>	<p>Government guidance to extend the number of people who may attend sessions from 6 and to allow indoor sessions to take place.</p> <p>Indoor location to run the activity</p>	<p>AoP targets the most vulnerable suffering from mental health and wellbeing issues. It provides an opportunity for social interaction and a positive outlet meeting their needs. Previous evaluations has shown what an impact this programme has had on individuals and is used as an excellent example of social prescribing in practice across the County.</p> <p>Confidence of participants to take part in the sessions. There may be very high levels of anxiety to manage sensitively.</p>	<p>The sessions will need to be delivered carefully following government guidance.</p>	<p>The existing cohort could commence re-convening as soon as government guidance allows.</p> <p>The next wave would not commence until October 2020.</p>
Primrose Hill Play Area Refurbishment	<p>Staff overseeing the project will be working from home.</p> <p>There will be contractor site meetings.</p>	<p>Meetings with contractors and key stakeholders will take place via 8x8 and site meetings only when necessary.</p>	<p>Abbots Langley Parish Council, play area contractor, fencing contractor, planning department and committee</p>	<p>Existing budget from both Abbots Langley Parish Council and Three Rivers District Council and S106.</p>	<p>Play Area contractors to tender for the project and for them to be able to work on site following social distancing guidance and measures</p>	<p>Partnership project between Abbots Langley Parish Council and Three Rivers District Council. Could have an impact on the relationship and negative perception of the local</p>	<p>Partnership project with Abbots Langley Parish Council</p>	<p>Procurement currently underway. Tender deadline is the end of June – will then review submissions and contractor availability to carry out the work.</p>

					Play Areas to be opened to the public (a consideration once the work has been completed)	community. The play area is relatively old with some minor health and safety concerns around the safety surfacing (although it is the responsibility of the Parish Council and play areas are currently closed)		
Eastbury Outdoor Gym	Staff overseeing the project will be working from home.  Site meeting requested with Ward and Batchworth Community Council Councillors  There will be contractor site meetings.	Meetings with contractors and key stakeholders will take place via 8x8 and site meetings only when necessary.	Batchworth Community Council, outdoor gym contractor, planning department and committee	Existing budget from both Batchworth Community Council and Three Rivers District Council	Outdoor Gym contractors to tender for the project and for them to be able to work on site following social distancing guidance and measures  Outdoor Gyms to be opened to the public (a consideration once the work has been completed)	Partnership project between Batchworth Community Council and Three Rivers District Council. Could have an impact on the relationship. Consultation undertaken already and could be out of date if left too long – this could have an impact on public perception.	Partnership project with Batchworth Community Council	Consultation has been completed.  Site meeting required to confirm location – can be done as soon as is allowed  Procurement to then commence

**Priority Level 4 and 5 Activities (as defined above)**

Play Rangers								
Sk8 Camps								
Supervised Skate Sessions								
Be Creative								
Artistsmeet								
Indoor Sports Development Programme								
Outdoor Sports Development Programme								
Active Parks								
Sheltered Housing Scheme Project								
Play with Care								
Mill End Youthy								
Swimming for Stroke								
Dance for Parkinson's								
Photography Walks								
Nature Programme across the district (not part of the HLF project)								
Get Set Programme (for adults with a disability)								
Denham Way play area and funding application								
Wider work on Eastbury Recreation Ground								
Review of Outdoor Gym Equipment								

Service:	Trees & Landscapes (Community Services)		Service Area:	Trees & Landscapes	Head of Service:	Head of Community Services	Lead Manager:	Head of Community Services
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
Tree work including Tree Preservation Orders	Staff will for the foreseeable future be working from home with site visits on an as and when basis	Ensure the appropriate information is on TRDC website for items like TPO	Forestry Commission	Service is operating with assistance from an external contractor	Service is operating but additional resource will be required as vacancies within Trees and Landscapes	The majority of the enquiries/complaints would not be dealt with. No one to carry out the Council's TPO - policy.  Dangerous tree work would not be dealt with leading to potential insurance claims and injuries to people	None providing service continues to operate  If cessation of service then reputational damage	Service is running and is still required
Park Ranger work  (See Leisure Development under LCP HLF Project)								
<b>Priority Level 3 Activities (as defined above)</b>								
Project based work such as Green Flag and working with Friends Groups	Staff will be working from home with site meetings/visits on an as and when basis	E-mails and via 8x8 in dealing with enquiries  Meetings with contractors and key stakeholders will take place via 8x8 and site meetings only when necessary.	CMS  Forestry Commission  Green Flag	Service is operating although Friends activities have been suspended	Service is operating although only priority work is being undertaken.  Additional resource will be required as vacancies within Trees and Landscapes	OPM works to remove nests which are time sensitive due to when they nest – this is a legal requirement  Grazing at CCM, CWHE and The Withey Beds – contractual and reputational if works had not continued  Fencing works to North Hill Field – contract was previously awarded and works were delayed due to Covid-19. Works due imminently  Regular contact with the Friends of groups who are raising concerns on sites and requiring assistance with a number of queries	None providing service continues to operate  If cessation of service then potentially reputational damage	Service is operating although only priority work is being undertaken.

						Cutting of CWHE which is part of the Stewardship that the Council has for this site including receiving grant funding		
						Horses' Field project – Financial and contractual issues		
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
Park Ranger work such as with probation service, walks and talks and the Annual Christmas Carol event at Leavesden Country Park.  (Other than project based work such as Horses' Field and HLF project)	Staff will be working from home with site meetings/visits on an as and when basis  The walks and talks and probation service work is presently suspended.	E-mails and via 8x8 in dealing with enquiries  Meetings with contractors and key stakeholders will take place via 8x8 and site meetings only when necessary.	Probation Service  YMCA	No further resource required	Government guidance needs to change to allow larger groups to meet up	Health and wellbeing	If cessation of service then potentially reputational damage	This will be subject to government guidelines before the service can be fully restored

Service:	Leisure (Community Services)		Service Area:	Watersmeet	Head of Service:	Head of Community Services	Lead Manager:	Watersmeet Manager
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Pantomime</b>  <i>Priority 3 justification:</i>  <i>Financial Impact circa. £250,000 total income, net impact circa. £70,000 loss of income to the Council</i>  <i>Contractual Implications with the pantomime producer Jordan</i>	Staff on site for rehearsals and performances	Box office – online and telephone with face to face only when necessary  Website  Social media  Email database	Jordan Productions (Producer)  Friends of Watersmeet  Tickets.com (box office software)	Full permanent staff team full time  Casual staff team/volunteers (crew and front of house)  Full original pantomime budget including casual staff, marketing, materials etc.	Government guidance to allow theatres to open  Relaxation of social distancing to 1m or less  Three Rivers approval to open  Redeployed permanent staff team to return to Watersmeet full time	Pantomime is the single biggest event in Watersmeet's calendar with over 15,000 people attending each year  Pantomime is often children's introduction to live theatre  If other pantomimes across the country go ahead cancellation may impact long	Agreement with Jordan Productions who were the successful bidder for the pantomime tender on a 1+2+2 year agreement starting in 2020  Reopening must be managed carefully to ensure Covid-19	A decision is needed by 1 September to allow time for marketing  3 months preparation is required prior to show opening in December for casting, set build, costume makes etc.  <b>Recommended start date: September 2020</b>

<i>Productions – decision will need to made jointly with them</i>				Budget approval for deep clean and increased regular cleans  Budget approval to implement Covid-19 Secure measures circa. £7,000  <b>Note:</b> Sales could be affected negatively by a lack of customer confidence	Implement Covid-19 Secure Measures  Jordan Productions agree to produce the show	term pantomime audiences at Watersmeet  Important for residents' mental health and wellbeing to have escapism	secure measures are implemented	<b>(ready for December 2020)</b>
<b>Film Programme</b>  <i>Priority 3 justification:</i>  <i>Financial implications</i>	Staff on site during films	Box office – online and telephone with face to face only when necessary  Website  Social media  Email database	Friends of Watersmeet  Film distributors  Tickets.com (box office software)	Full permanent staff team (at least 2 days per week)  Cost per film screening £305 fixed costs to be offset against income – breakeven 61 tickets  Budget approval for deep clean and increased regular cleans  Budget approval to implement Covid-19 Secure measures circa. £7,000  <b>Note:</b> Sales could be affected negatively by a lack of customer confidence	Government guidance to allow cinema to open  Three Rivers approval to open  Redeployed permanent staff team to return to Watersmeet for at least 2 days per week  Implement Covid-19 Secure Measures	Delay will likely mean overall longer recovery as it will take more time to rebuild customer confidence  Important for residents' mental health and wellbeing to have escapism by watching film  Film the only financially viable option whilst 2m social distancing is required and is a limited financial risk. Important to resume film programme to assess viability of other services i.e. co-promoted live shows, pantomime and venue hire	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented	Could be ready to open within the next month  2 week lead time required to get the venue ready (subject to suppliers having covid-19 secure equipment available)  <b>Recommended start date: September 2020</b>
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
<b>Venue Hire</b>  <i>Priority 4 justification:</i>  <i>Although there are financial implications, a significant number of hirers have postponed their events to late 2020 or 2021</i>	Staff on site during hires and events	Box office – online and telephone with face to face only when necessary  Website  Social media  Email database  Hire Enquiries on Firmstep	Hirers  Tickets.com (box office software)  Friends of Watersmeet	Full permanent staff team (at least 2 days per week)  Casual staff team/volunteers (crew and front of house)  Casual staff budget  Budget approval for deep clean and increased regular cleans  Budget approval to implement Covid-19 Secure measures circa. £7,000	Government guidance to allow theatres to open  Relaxation of social distancing to 1m or less  Three Rivers approval to open  Redeployed permanent staff team to return to Watersmeet full time  Implement Covid-19 Secure Measures	Once other venues start to open we may lose business to other venues impacting long term financial impact  Important to provide the community with a venue for hire for events (when Government guidance allows and safe to do so)  Important for residents' mental health and wellbeing to have escapism	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented	Not expected to resume until September onwards and will likely be a gradual build up to previously normal levels  At least 1 month lead time required to allow hirers time to market their event  <b>Recommended start date: October 2020</b>
<b>Co-promoted Live Shows Programme</b>  <i>Priority 4 justification:</i>  <i>Although there are financial implications, it</i>	Staff on site during shows	Box office – online and telephone with face to face only when necessary  Website	Show promoters and producers  Tickets.com (box office software)	Full permanent staff team full time  Casual staff team/volunteers (crew and front of house)	Government guidance to allow theatres to open  Relaxation of social distancing to 1m or less	Customer confidence needs to be established with the film programme and then a gradual build-up of live theatre programme balancing	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented	Not expected for service to return until January 2021  Shows currently booked from January onwards

<i>is expected that customer demand will be low over next few months and therefore potentially not cover costs</i>		Social media Email database	Friends of Watersmeet	Full original own programme budget including casual staff, marketing, materials etc. (to be off-set by ticket sales income providing enough demand)  It is expected that customer demand will be low over next few months and therefore potentially not cover costs, therefore a January 2021 start date is recommended  Budget approval for deep clean and increased regular cleans  Budget approval to implement Covid-19 Secure measures circa. £7,000  <b>Note:</b> Sales could be affected negatively by a lack of customer confidence	Three Rivers approval to open  Redeployed permanent staff team to return to Watersmeet full time  Implement Covid-19 Secure Measures  Promoters and producers agree to provide the shows	customer demand and expenditure  Important for residents' mental health and wellbeing to have escapism		3 month lead time required to market the shows  <b>Recommended start date: January 2021</b>
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<b>Service:</b>	Legal	<b>Service Area:</b>	All Legal Areas of work Property, Licensing, Litigation (Criminal and Civil) Employment, Planning, Data Protection, FoI, Contracts, procurement, Governance and constitution, Monitoring Officer advice	<b>Head of Service:</b>	Solicitor to the Council/Principal Solicitor	<b>Lead Manager:</b>	Principal Solicitor Matthew Barnes Jayne La Grua Jessima Sweeney For discrete areas	
<b>Delivery Aspect/Activity Provision of legal services</b>	<b>Where will your staff work? (e.g. working from home, regular site visits)</b>	<b>What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)</b>	<b>Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)</b>	<b>What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)</b>	<b>What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)</b>	<b>Implication of Service not being restored (i.e. justification why the service is needed)</b>	<b>Are there any political sensitivities and / or contractual implications?</b>	<b>What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)</b>
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Continued provision of all legal services which has been on-going throughout the Covid 19 period.  Priority 1 category work includes advice on homelessness,</b>	Legal staff will continue to be working from home or office based. Some court attendances will be required- these may be virtual but some may be in person. Some Magistrates'	We need to keep and update video and telephone conferencing facilities for use with external users such as the Court services  All internal and probably external meetings to be held by	Priority 1 Legal Service provision is up and running so does not need to be restored but we need to have continuous support from IT and need to work closely with external organisations such as the Courts	No additional resources needed to restore Priority 1 legal service as this service has been up and running and provided continuously throughout Covid 19. But we do need to keep video and telephone conferencing facilities for use with external users under review.	The service has remained operational. Some Court hearings have been postponed with the Courts prioritising the cases it can hear. Priority 1 cases are covered.	The service has remained operational Legal services are a support service. If a decision is taken to stop a discretionary service or reduce the level of a statutory service to a bare minimum or not to restore a service then there may be a consequent reduction in the	Legal advice and support services has been continuous for priority 1 services. If no legal service then severe reputational risks , adverse publicity, High risk of Court rulings against the	Immediate

<p><b>ASB work such as injunctions and closure orders, Planning injunctions and stop notices for planning breaches, Removal of travellers under the CJPOA</b></p>	<p>Court hearings have continued to require attendance in person, with more expected in the near future, together with Crown Court hearings.</p>	<p>conference call / virtual meeting If clients/staff are not in the offices</p>		<p>Whilst most Legal Files are held electronically a form of case management system would assist with this process All meetings to continue to be held by conference call / virtual meeting if clients/staff are not in the offices All staff have individual issue laptops, VPN software installed, and telephone headsets. These need to be kept up to date and any new improved software installed on a regular basis All staff use 8x8. Again this could be developed further to maximise potential Consider more widespread use of Zoom/Microsoft Teams</p> <p>Legal reference library available online via Westlaw / Practical Law. Essential these are kept up to date and adequate budgetary provision made for these supplies.</p> <p>We would continue with the arrangements in place for essential post and printing to be managed remotely which relies on property services support. All other correspondence to be conducted via email.</p>		<p>total amount of legal services required to the Council as a whole and services may need to be redirected</p>	<p>Council, increase in debts, crime, planning breaches likely</p>	
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**Priority Level 2 Activities (as defined above)**

<p><b>Continued provision of all legal services which has been on-going throughout the Covid 19 period.</b></p> <p><b>Priority 2 category includes advice on contracts (Change of law/force majeure) planning advice including Section 106 planning obligations, CLOPUDS, CLEUDS, Employment cases/advice Litigation –recovery of debts</b></p>	<p>Legal staff will continue to be working from home or office based. Some court attendances will be required- these may be virtual but some may be in person. Expected in the long term that Magistrates and Crown Court hearings will resume in person</p>	<p>We need to keep and update video and telephone conferencing facilities for use with external users such as the Court services and Land Registry</p> <p>All internal and probably external meetings to be held by conference call / virtual meeting If clients/staff are not in the offices</p>	<p>Priority 2 Legal Service provision is up and running so does not need to be restored but we need to have continuous support from IT and need to work closely with external organisations such as the Courts, Land Registry and external Solicitors acting on the other side</p>	<p>No additional resources needed to restore Priority 2 legal service as this service has been up and running and provided continuously throughout Covid 19. But we do need telephone conferencing facilities for use with external users under review. Whilst most Legal Files are held electronically a form of case management system would assist with this process All meetings to continue to be held by conference call / virtual meeting if clients/staff are not in the</p>	<p>The service has remained operational. Some Court hearings have been postponed with the Courts prioritising the cases</p>	<p>The service has remained operational Legal services are a support service. If a decision is taken to stop a discretionary service or reduce the level of a statutory service to a bare minimum or not to restore a service then there may be a consequent reduction in the total amount of legal services required to the Council as a whole and services may need to be redirected</p>	<p>Legal advice and support services for priority 2 services has been continuous If no legal service then severe reputational risks , adverse publicity, High risk of Court rulings against the Council, increase in debts, crime, planning breaches likely</p>	<p>immediate</p>
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<p>Litigation-prosecution for serious offences Property related transactions Monitoring Officers advice/governance issues</p>				<p>offices All staff have individual issue laptops, VPN software installed, and telephone headsets. These need to be kept up to date and any new improved software installed on a regular basis All staff use 8x8. Again this could be developed further to maximise potential Consider more widespread use of Zoom/Microsoft Teams</p> <p>Legal reference library available online via Westlaw / Practical Law. Essential these are kept up to date and adequate budgetary provision made for these supplies.</p> <p>We would continue with the arrangements in place for essential post and printing to be managed remotely which relies on property services support All other correspondence to be conducted via email.</p>				
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**Priority Level 3 Activities (as defined above)**

<p><b>Continued provision of all legal services which has been on-going throughout the Covid 19 period.</b></p> <p><b>Priority 3 category include All Legal Areas of work</b> Property, Licensing, Litigation (Criminal and Civil) Employment, Planning, Data Protection, Fol, Contracts, procurement, Governance and constitution, Monitoring Officer advice</p>	<p>Legal staff will continue to be working from home or office based.</p> <p>Some court attendances will be required- these may be virtual but some may be in person. Expected that Magistrates and Crown Court hearings will resume in person.</p>	<p>We need to keep and update video and telephone conferencing facilities for use with external users such as the Court services and Land Registry</p> <p>All internal and probably external meetings to be held by conference call / virtual meeting If clients/staff are not in the offices</p>	<p>Priority 3 Legal Service provision is up and running so does not need to be restored but we need to have continuous support from IT and need to work closely with external organisations such as the Courts, Land Registry and external Solicitors acting on the other side</p>	<p>No additional resources needed to restore Priority 3 legal service as this service has been up and running and provided continuously throughout Covid 19. But we do need telephone conferencing facilities for use with external users under review.</p> <p>Whilst most Legal Files are held electronically a form of case management system would assist with this process</p> <p>All meetings to continue to be held by conference call / virtual meeting if clients/staff are not in the offices All staff have individual issue laptops, VPN software installed, and telephone headsets. These need to be kept up to date and any new improved software installed on a regular basis All staff use 8x8. Again this could be developed further to maximise potential</p>	<p>The service has remained operational. Some Court hearings have been postponed with the Courts prioritising the cases</p>	<p>The service has remained operational</p> <p>Legal services are a support service. If a decision is taken to stop a discretionary service or reduce the level of a statutory service to a bare minimum or not to restore a service then there may be a consequent reduction in the total amount of legal services required to the Council as a whole and services may need to be redirected</p>	<p>Legal advice and support services for priority 3 services has been continuous</p> <p>If no legal service then severe reputational risks , adverse publicity, High risk of Court rulings against the Council, increase in debts, crime, planning breaches likely</p>	<p>immediate</p>
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				<p>Consider more widespread use of Zoom/Microsoft Teams</p> <p>Legal reference library available online via Westlaw / Practical Law. Essential these are kept up to date and adequate budgetary provision made for these supplies.</p> <p>We would continue with the arrangements in place for essential post and printing to be managed remotely which relies on property services support All other correspondence to be conducted via email.</p>				
<p><b>Continued provision of all legal services which has been on-going throughout the Covid 19 period.</b></p> <p><b>Priority 4 and 5 category includes routine advice where there is no urgency, no financial implications is purely discretionary and not covered above</b></p>	<p>Legal staff will continue to be working from home or office based. Some court attendances will be required- these may be virtual but some may be in person. Expected that Magistrates and Crown Court hearings will resume in person</p>	<p>We need to keep and update video and telephone conferencing facilities for use with external users such as the Court services and Land Registry</p> <p>All internal and probably external meetings to be held by conference call / virtual meeting If clients/staff are not in the offices</p>	<p>Priority 4 Legal Service provision is up and running so does not need to be restored but we need to have continuous support from IT and need to work closely with external organisations such as the Courts, Land Registry and external Solicitors acting on the other side</p>	<p>No additional resources needed to restore Priority 4 legal service as this service has been up and running and provided continuously throughout Covid 19. But we do need telephone conferencing facilities for use with external users under review.</p> <p>Whilst most Legal Files are held electronically a form of case management system would assist with this process</p> <p>All meetings to continue to be held by conference call / virtual meeting if clients/staff are not in the offices All staff have individual issue laptops, VPN software installed, and telephone headsets. These need to be kept up to date and any new improved software installed on a regular basis</p> <p>All staff use 8x8. Again this could be developed further to maximise potential</p> <p>Consider more widespread use of Zoom/Microsoft office</p> <p>Legal reference library available online via Westlaw / Practical Law. Essential these are kept up to date and adequate budgetary provision made for these supplies.</p>	<p>The service has remained operational. Some Court hearings have been postponed with the Courts prioritising the cases</p>	<p>The service has remained operational</p> <p>Legal services are a support service. If a decision is taken to stop a discretionary service or reduce the level of a statutory service to a bare minimum or not to restore a service then there may be a consequent reduction in the total amount of legal services required to the Council as a whole and services may need to be redirected</p>	<p>Legal advice and support services for priority 4 services has been continuous</p>	<p>immediate</p>

				We would continue with the arrangements in place for essential post and printing to be managed remotely which relies on property services support All other correspondence to be conducted via email.				
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Service:	Property Services & Major Projects		Service Area:	TRDC Property	Head of Service:	Head of Property Services	Lead Manager:	Head of Property Services
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will (or do) your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Priority Level 2 Activities (as defined above)</b>								
Property Services & Major Projects	All Property Services staff currently working remotely with occasional visits to the office to retrieve files etc  The service is essentially function uninterrupted save for staff changes and the new added workload associated with the pandemic i.e. tenant hardship claims etc	Email and telephone If distancing continues we may need t start conducting in person meeting observing social distancing	Finance, Legal, external partners i.e. developers, tenants	It would be nice for the team to be able to work 1 or 2 days a week in the office to discuss projects and work and coordinate things face to face in a way that is more difficult remotely	The service can continue t work remotely however site visits and inspections for rent reviews etc are not happening and so in the long term a backlog of some areas of work will start to occur	Delays in some works streams and projects and ultimately less proactive work and not fully exploiting income making opportunities.	No political implications but some contractual implications for lease and construction contracts etc	Property could return to the office and adopt a mixture of office and remote working practices as determined with as little as a weeks' notice.
Property Management site visits and inspection	Site visits and inspections for rent review, lease renewals, encroachments etc	On hold due to lockdown	Tenants, general public and developers	Relaxation of lockdown measures and ability to work from the office	Ability to meet	Delays in some work streams and negative impact on income and rents etc	No	Medium and long term restrictions will reduce delivery. If a partial return could be accommodated the activity could be restated.
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

Service:	Regulatory Services		Service Area:	Regulatory Services		Head of Service:	Head of Regulatory Services		Lead Manager:	Head of Regulatory Services	
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)			
<b>Priority Level 1 Activities (as defined above)</b>											
Regulatory Services: Environmental Health Health and Safety at Work; Control and tracing service, via PHE and respond to outbreaks of infectious disease; food hygiene services	Service provided by WBC  Staff WFH, with EHOs making site visits as necessary.	Website  Social media  Email/correspondence  Virtual meetings  Site visits	Watford BC  Herts County Council - Public Health  Public Health England  HSE  Food Standards Agency  Herts Police	Watford BC have not requested or suggested a need for any additional resource to date to provide the services but that may change based on service priorities and how proactive TRDC require EHOs to be.	Services continuing in accordance with relevant priorities ie focus on public health, supporting businesses in re opening and safeguarding the public.  FSA delayed any standard food inspections, updated due mid July 2020. Priority site visits detailed.	Statutory Services – protecting our communities, supporting businesses and the economy.	SLA with WBC	BAU – will need to review service priorities as situation develops.			
<b>Priority Level 2 Activities (as defined above)</b>											
Regulatory Services: Parking Enforcement	Service provided by HBC.  Staff WFH with some initial return to HBC offices.  CEOs role requires to be working outside  Traffic Engineer role WFH	Web pages/social media updates  Email  Virtual meetings  Already TRDC virtual permits issued with on line process, this needs to be expanded to cover all permits issued. CEOs face to face contact  Enforcement Agents currently working but no face to face contact	Hertsmere BC  Traffic Penalty Tribunal  DVLA	Hertsmere BC have not requested or suggested a need for any additional resource to provide the service.	Parking enforcement and parking charges recommenced from 15 June 2020 in line with many other LAs in Herts.  Enforcement Agents consideration of right time to recommence with direct action ie turning up at properties to collect debts.	Statutory Service to enforce adherence to parking controls and ensure safety on the District's roads.  Keeping the traffic moving.  Management of parking  Charging in car parks to encourage churn/  Parking income supports the service  All support the economy.	Any changes to the service must be managed carefully too ensure implications of Covid 19 are considered, ie more people WFH, social distancing on pavements etc  Contract with HBC	BAU – need to review Enforcement Agent activity in due course.			
Regulatory Services: Planning department (includes planning enforcement)	A mixture of WFH and Office presence.  Site visits also required (protocols to be agreed). Phasing approach to visits required in	Online applications (via Planning Portal or via email to TRDC).  Website updates  Email	Customer Service Centre  Other internal TRDC departments  IDOX  The Planning Inspectorate	All existing staff are required to provide current service.  Looking to fill vacant planner post to provide additional support.  PPE equipment for site visits (especially where social	Three Rivers approval to open  Face to face meetings (pre-app meetings and Duty Service)  Consider reverting back to printing and displaying site notices.	Lack of enforcement visits leading to high backlog and increased volume of complaints.  Higher chance of legal challenges where site not visited as part of a planning application.	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented for staff and customers.	All dependant on when Council Office can re-open.  Department currently running full business as normal service.			

	accordance with Gov guidelines.	8 x 8 (virtual meetings for all types of applications and Committees)	Reliance on external consultees such as Herts County Council.	distancing cannot be maintained)	Implement Covid-19 Secure Measures for site visits	Public may have a negative perception over lack of involvement in Planning Committee and appeal hearings (currently held virtually)  Customers may request reduction in pre-app/application fees where no site visit taken place leading to financial implications.  Reduction in staff morale due to lack of face to face contact.		
Regulatory Services: Building Control Service (LA1)	Working from home	No change to relationships except communicating virtually	Hertfordshire Building Control, Wel Hat, Broxbourne, East Herts, Dacorum, Hertsmere, North Herts, Stevenage	Contract manager has been re-deployed on Covid support work, so would need her return, however work volumes are reduced at the present time so there would be some over-capacity until volume returns to normal levels.	Government has largely eased rules relating to construction. Hertfordshire Building Control have strict rules for internal site visits. However some visits are not permitted if occupiers have symptoms. Other than the virus ending there is no additional resource required.	Issuing Building Control notices is a statutory function performed on behalf of TRDC and another seven local authorities so the service, which remains functioning, must remain functioning.	The LA1 and HBC contract are both up for renewal mid-2021. Urgent engagement by TRDC SLT is required to enable these processes to commence.	N/A already open
Better Buses Programme (HCC delivery, TRDC fund)	Service provided via HCC and private bus operators	No change to relationships except communicating virtually	HCC Private bus operators	Service provided by HCC, need full permanent staffing at TRDC to ensure monitored.	Delivered by HCC, TRDC provide funding.	Non Statutory service but affects vulnerable people	Contractual obligation with HCC to part fund the service provided in TRDC.	BAU
Parking Management Programme	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC HBC	Full permanent staffing  Team currently down one team member due to sick leave	Fully operational, relies on Traffic Engineer input from HBC  Officer priorities need to be considered in absence of other team member and workload.	Statutory – part of HCC Agency Agreement	Political/reputational risk	BAU – schemes being developed
Parking Revenue Programme	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC	Full permanent staffing  Team currently down one team member due to sick leave	Fully operational  Officer priorities need to be considered in absence of other team member and workload.	Statutory/Financial – part of HCC Agency Agreement and rebalancing parking account	Political/reputational risk	BAU – draft Strategy objectives to be agreed by JLT, Strategy to be prepared by consultants.
Cycling and Walking Strategy	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC WBC Traffic contractors (eg EVCP and LCWIP studies)	Full permanent staffing  Team currently down one team member due to sick leave	BAU – HCC/WBC and TRDC working in partnership to produce a Strategy.  Further funding for cycling and walking in light of Covid – 19 may support	Statutory requirement for a Strategy. Delivery is discretionary, although some delivery is contractual.	Reputational harm. Corporate Priority/PI	BAU – Strategy being prepared with HCC/WBC and consultants

			DfT (funding, guidance)		implementation of identified schemes.			
Dial A Ride Component of Better Buses (HCC delivery, TRDC fund)	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC	Full permanent staffing  Team currently down one team member due to sick leave	Delivered by HCC, TRDC provide funding.  New operator to provide a Community Bus – implementation in Autumn 2020 maybe delayed due to current situation.	Impact on vulnerable people if service not provided.	Contractual obligation with HCC to part fund the service provided in TRDC.	BAU – service ongoing.
<b>Priority Level 3 Activities (as defined above)</b>								
Regulatory Services: Licensing department	A mixture of WFH and Office presence.  Site visits also required.	Movement to online applications which will be enhanced through PID (Firmstep and Uniform connector). Website  Email  8 x 8 (virtual meetings)	Customer Service Centre  Other internal TRDC departments  IDOX	Full permanent staff team (5 days a week)  Team down one staff member.  Restructure proposal to be put forward to include 2 full time and 1 part time members of staff.  PPE equipment for site visits (especially where social distancing cannot be maintained)	Three Rivers approval to open Council building to enable face to face knowledge tests (this will mean that new applications can re-commence).  Customers will need to collect badges (driver licence).	Impact on taxi trade as no new applications will be able to be processed.  Loss of financial income. Lack of enforcement leading to unanswered complaints and unregulated trade and premises.	Reopening must be managed carefully to ensure Covid-19 secure measures are implemented for staff and customers.	All dependant on when Council Office can re-open.  Preparation required to ensure in-house knowledge tests comply with social distances measures etc.  Department currently running the majority of its service as business as normal.
Regulatory Services: Land and Property Information Services	Working from home	On line/Portal/email/phone	National Land and Property Gazetteer, National Land Information Service, TM group, Office of National Statistics, Local Land Charges Institute, Land Data, Land Registry	Full permanent staffing (one full time and one part time)  Team currently down one team member due to sick leave	Business as Usual – all services are running.	Statutory Services except S106 monitoring which is a support service, however, this is primarily income monitoring. Local Land Charges and Street Naming and Numbering are income generators and support the economy and statutory undertakers. CENSUS is statutory and must take priority over other services provided.	CENSUS and Central Government	N/A - BAU
Regulatory Services: Environmental Health Air Quality monitoring services Planning app responses Provide and manage contaminated land services. Manage, via a third party LAPPC services Skin piercing services.	Service provided by WBC  Staff WFH, with EHOs making site visits as necessary.	Website Social media Email/correspondence Virtual meetings Site visits	Watford BC  Chiltern BC (air quality and contaminated land services)  DEFRA  External consultants (LAPPC)	Watford BC have not requested or suggested a need for any additional resource to date to provide the services but that may change based on service priorities and how proactive TRDC require EHOs to be.	Services continuing in accordance with relevant priorities	Statutory Services – protecting our communities, supporting businesses and the economy.	SLA with WBC	BAU – will need to review service priorities
Retail Parades Revitalisation Programme	Working from home, some site visits	Website/social media Email/correspondence	Internal TRDC depts.  HCC Highways	Full permanent staffing	Fully operational  Officer priorities need to be considered in absence of	Discretionary (but part statutory to ensure standards achieved when TRDC are the landowner)	Part of an annual Programme to determine next	BAU

		Virtual meetings Site visits	Traffic contractors (eg EVCP and LCWIP studies)	Team currently down one team member due to sick leave	other team member and workload.	Reputational risk	Parade - politically sensitive	
HCC scheme consultation and Policy/Strategy Consultation/rail proposals consultation	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC DfT (funding, guidance)	Full permanent staffing Team currently down one team member due to sick leave	Fully operational Officer priorities need to be considered in absence of other team member and workload.	Discretionary but political/reputational risks	Political sensitivities	BAU
<b>Priority Level 4 and 5 Activities (as defined above)</b>								
Verge Hardening Programme	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	Internal TRDC depts. HCC Highways	Full permanent staffing Team currently down one team member due to sick leave	Fully operational Officer priorities need to be considered in absence of other team member and workload.	Discretionary but political/reputational harm	Part of an annual Programme to determine next scheme - politically sensitive	BAU
Delivering Sustainable Travel (Sustainable Travel Planning)	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC DfT (funding, guidance)	Full permanent staffing Team currently down one team member due to sick leave	Fully operational Officer priorities need to be considered in absence of other team member and workload.	Discretionary but failure to respond could result in political/reputational harm	Political sensitivities	BAU
Road closures for community events	Working from home, some site visits	Website/social media Email/correspondence Virtual meetings Site visits	HCC	Full permanent staffing Team currently down one team member due to sick leave	Fully operational Officer priorities need to be considered in absence of other team member and workload.	Discretionary but failure to respond could result in political/reputational harm	Political Sensitivities	BAU

Service:	Revenues & Benefits		Service Area:	Revenues & Benefits	Head of Service:	Head of Revenues & Benefits	Lead Manager:	Head of Revenues & Benefits
Delivery Aspect/Activity (E.g. Film Programme, Parking Enforcement, Post and Courier Service, One Stop Shop etc.)	Where will (or do) your staff work? (e.g. working from home, regular site visits)	What will your new customer relationship be and how will you communicate with them? (e.g. online portal, video call etc.)	Who are your key partners that will support you with your service restoration? (e.g. CAB, MIND, SLM etc.)	What resources do you need to restore or continue to run your service? (e.g. financial, staffing, equipment etc.)	What needs to happen to restore or continue the service? (e.g. government guidance needs to change, additional resources needed)	Implication of Service not being restored or not continuing to run (i.e. justification why the service is needed)	Are there any political sensitivities and / or contractual implications?	What are your realistic timescales for delivery? (e.g. within the next month or if a temporary new service, it will no longer be needed by X)
<b>Priority Level 1 Activities (as defined above)</b>								
<b>Benefits – making a New Claim</b>	Staff working from home	On-line application wherever possible	N/A	N/A	Perspex screens, gloves and face masks for face-to-face appointments	N/A, service currently running	Would not be able to support vulnerable residents with help	N/A – service is running and is required to continue

		Telephone Face-to-face by appointment only where absolutely necessary					paying Rent and Council Tax, impact could lead to evictions and people being made homeless, members would not accept this. Extremely severe reputational damage. Department for Work and Pension could possibly inspect.	
<b>Benefits – reporting a Change in Circumstances</b>	Staff working from home	Email In writing Telephone Face-to-face by appointment only where absolutely necessary	N/A	N/A	Perspex screens, gloves and face masks for face-to-face appointments	N/A, service currently running	As above	N/A – service is running and is required to continue
<b>Revenues – Billing (discounts, exemptions, moves etc.)</b>	Staff working from home	Email In writing Telephone Face-to-face by appointment only where absolutely necessary	N/A	N/A	Perspex screens, gloves and face masks for face-to-face appointments	N/A, service currently running	Service not running would impact on collection rates and income to the authority. Extremely severe reputational damage.	N/A – service is running and is required to continue
<b>Revenues - Recovery</b>	Staff working from home	Email In writing Telephone Face-to-face by appointment only where absolutely necessary	Enforcement Agents	N/A	Perspex screens, gloves and face masks for face-to-face appointments	Service not running would impact on collection rates and income to the authority.	Members concern about taking recovery action too early following the crisis as could cause reputational damage.	Gentle recovery action started early June 2020. Would be seeking agreement from SLT and Members before fully commencing the complete recovery programme.  Need the Courts to be taking liability hearings.  Enforcement agents to re-commence visits.
<b>Priority Level 2 Activities (as defined above)</b>								
<b>Priority Level 3 Activities (as defined above)</b>								
<b>Priority Level 4 and 5 Activities (as defined above)</b>								

## **Addendum - Electoral Services**

### **Coronavirus - Issues and Considerations for 2021 Polls**

The coronavirus pandemic has hugely impacted the way in which we live in Great Britain. It is providing continuous challenges for Returning Officers (RO), Electoral Registration Officers (ERO) and their teams in delivering electoral events and the 2020 canvass. Whilst planning and preparation for many is currently focused on the canvass, the uncertainty surrounding coronavirus over the next 12 months requires ROs to start planning for 2021 polls at the earliest possible opportunity.

The issues and considerations that ROs, EROs and their staff need to consider are vast and wide ranging. The list provided here is not exhaustive but is a starting point for the questions you and your teams may want to begin considering. Some of the questions will need input from other stakeholders and we are currently discussing these issues with colleagues across the industry. Please note that this is not guidance and should be read in conjunction with any future guidance the Electoral Commission produce on the matter.

#### **Registration**

##### **Accuracy and completeness –**

- Do you need to send a household notification letter to counteract any accuracy and completeness issues encountered when running the canvass?
- Could your HNL include information on your May polls? For example, giving information on how to apply for an absent vote, telling electors about the polls that are happening in their area, giving information on how to find out about standing for election.
- In Wales and Scotland - Were you able to carry out planned engagement work with newly enfranchised electors during the canvass? What engagement work are you now required to carry out to ensure as many newly enfranchised electors are registered as possible?

##### **Late surge in registration –**

- Do you have a lot of post-canvass to contend with in terms of high volumes of ITRs to chase and many unregistered electors? Will this be impacted by your decision on when to publish?
- What actions can you take to try and prevent a late surge in registrations close to day -12? Do you have sufficient resource to deal with a late surge in registrations?

#### **Nominations**

##### **Social distancing –**

- Will your office be open to take nominations (and allow them to be inspected) and how would you manage the informal checking process?
- Is there space in the building / reception area for candidates bringing in papers, especially with combinations and is a more structured appointment system and/or more trained staff to process nominations needed?
- How can candidates and agents deliver nominations if they are required to shield?
- How will candidates safely provide for their nomination papers to be subscribed (particularly for Police and Crime Commissioner and London Mayoral elections)?
- Are there, or could there be, restrictions in place that would prevent a candidate travelling in the area in which they are standing to obtain signatures?

##### **Candidates and agents –**

- Are you able to provide face-to-face candidate and agent briefings?
- Do you need to provide for video conferencing at candidate and agent briefings?
- How do you intend on liaising with candidates, agents, and local parties to inform them of coronavirus specific measures they need to adhere to in electoral processes and how processes will be affected in terms of length and layout?

## **Absent Votes**

### **Applications –**

- Do you have capacity and resources to send and process the likely surge in absent vote applications due to shielding and health and safety concerns surrounding polling stations?
- Are there any measures you can take to prompt electors to apply for an absent vote at the earliest possible opportunity?
- Will there be quarantine restrictions on absent vote applications? If so, how will this impact applications received on and in the days leading up to day -11 or day -6?
- How will you manage the re-issue of postal votes?

### **Postal Issuing –**

- How many ballot papers will you be happy to issue in one pack? Which polls would you combine, and which would stand alone?  
How will you adjust processes for the extra volumes that may be involved?
- Is it possible to issue postal votes in-house?
- How will the RO representative check postal ballot packs where the printer has issued them and hand over to the postal provider? Will extra measures need to be put in place to carry this out, e.g. PPE, extra space, do you need to allow extra time from the packs being printed before you check them?
- Does your print supplier have capacity for an increased number of postal votes and the potential need to supply them as issued? Will you need to predict any increase in your initial order?
- If you do issue in-house how will you accommodate for social distancing in the process? Is your venue big enough to allow for social distancing? Will you need to have longer and/or more issuing sessions to counteract social distancing issues for staff and increase in number of postal votes? What PPE and sanitation equipment do you need to provide for staff? Are you required to conduct an extensive clean and refresh equipment at the end of each session?

### **Postal Opening –**

- Is your venue big enough to allow for social distancing?
- Will you need to alter your opening process to allow for social distancing (i.e. one assistant per table instead of two)?
- Will you need less staff per session to comply with social distancing?
- Will you require longer and/or more postal opening sessions to counteract the reduction in capacity and likely increase in volume of postal votes?
- Is there room to safely accommodate candidates and agents whose entitlement to attend is enshrined in legislation?
- Do you need to consider using technology to allow candidates and agents sufficient opportunity to scrutinise while counteracting issues of social distancing?
- What PPE and sanitation equipment do you need to provide for staff?
- Are you required to conduct an extensive clean and refresh equipment at the end of each session?
- Will there be quarantine restrictions on returned postal votes? If so, how does this impact opening sessions?

### **Emergency proxies –**

- Will the need to self-isolate be a valid reason for requesting an emergency proxy?
- Will there be increased difficulties in having an emergency proxy attested particularly by a medical professional? Would a shielding letter negate the need for an attestation?
- Do you have capacity to process the potential increase in the number of emergency proxies received?
- Do you have capacity and the communication channels in place to communicate emergency proxies to polling station staff on polling day?
- How could you help people apply if not all Council venues are open? For example, would you give supplies of emergency proxy applications to polling station staff so they can be handed out locally?

## **Staffing**

### **Availability –**

- Are core staff available (some may still be redeployed, sick or self-isolating)?

- Do you have sufficient temporary staff to assist with polling stations, postal voting and verification and count (experienced staff may be vulnerable or shielding)?
- Do staff still want to conduct election duties with risks of coronavirus present?

#### **Rates of pay –**

- Are you required to increase rates of pay to compensate for the risks coronavirus presents?
- Will there be sufficient funding if rates of pay are required to be increased? Will you look for pre-agreement of these rates with anyone you recharge to?

#### **Insurance –**

- Are there insurance implications if staff contract Covid-19 while carrying out election work?
- What safeguards can be documented to reduce risk of any insurance claim?

#### **Training –**

- Can face-to-face training be provided safely?
- Do you need guidance for staff on how to clean and sanitise workstation (including polling station) – who has skill set to provide this?
- Should you train additional staff for each process to protect against loss of staff due to sickness or need to self-isolate?
- If you provide face-to-face training, does this need to be carried out at least 14 days before the poll to safeguard against the need for a session to self-isolate?

#### **Collection of ballot boxes –**

- Do you have sufficient space to allow for social distancing during the collection of ballot boxes?
- Does the collection of ballot boxes need to take place over an extended period to allow for social distancing?

### **Polling Stations**

#### **Availability of polling stations –**

- Are polling stations available?
- Do you require hire for more than one day to allow for a deep clean prior and post-election day?
- Are schools going to be more difficult to use due to lost term time in 2020?
- Do you require additional polling stations to limit the number of electors allocated to a station?
- Are keyholders available (some may fall into vulnerable or shielding categories)?
- Will polling stations need to be available to staff earlier on polling day to allow for additional health and safety measures to be addressed?
- Will you be required to conduct a polling district review if any polling stations require changing?

#### **Social distancing measures –**

- Are stations big enough to allow for social distancing?
- Do stations have two entrances to allow for a way in and way out?
- Will you provide revised polling station layouts for each station to ensure social distancing can be maintained?
- Is there room to accommodate candidates/agents inside the polling station?
- Is there adequate room outside the station for queues and tellers?
- Would mobile polling stations be a viable option if some social distancing is still in place?

#### **Equipment –**

- Personal Protective Equipment (PPE) for staff – what is required, demand issues, funding issues?
- What sanitation products for cleaning of screens and issue desk are required? Do you require handwashing/hand sanitisers on the way in and out of polling stations?
- Do you require floor markers based on government advice at the time?
- Do you supply new ballot pencils to each elector or clean after each use?
- Do you require additional tables for staff to maintain social distancing?
- Are polling screen voting compartments able to comply with distancing requirements? Will you require single polling booths rather than multiple compartment booths to comply with social distancing?
- Do all signage and notices need to be laminated to enable it to be cleaned?

#### **Staffing –**

- Do you require additional staff to ensure adherence to social distancing by electors, cleaning of equipment and management of queues?
- Will there be funding for additional staff?
- Will you have enough staff to run the poll (some may be vulnerable or required to shield)?
- Do you require several trained reserve staff in the event of sickness or need to self-isolate?

#### **Verification and Count**

##### **Availability of venue –**

- Are your count venues available?
- Will any combined counts, for example PCC counts, still be combined or will changes to previous arrangements need to be made?
- Do you require the venue for several days due to cleaning and longer count duration issues?
- Does the venue have its own coronavirus measures in place that you will need to adhere to?

##### **Social distancing –**

- Is your venue big enough to allow for adequate social distancing measures to be put in place?
- Do you require multiple venues to aid with social distancing? If so, do you have enough experienced staff to manage multiple count venues?
- Do you need to reduce the number of counters to comply with social distancing? Is there sufficient space for candidates and agents (right to attend enshrined in legislation) to observe the process safely?
- How will candidates and agents be shown doubtful ballot papers? Do you need to consider using technology to help counteract social distancing issues and maintain transparency?

##### **Ballot box delivery –**

- Can you provide for a ballot box drop off that does not require staff to leave their cars minimising contact?
- Would satellite reception points aid social distancing restrictions?
- If staff are required to queue to deliver their ballot box is sufficient space available to allow for social distancing?
- Do you need to sanitise the ballot box when it is taken from presiding officer?
- Does any paperwork (e.g. postal votes, ballot paper account) have quarantine restrictions placed upon them by public health guidance? If so, does this prevent the verification process taking place immediately?

##### **Timing of process –**

- Will your count process take longer due to less staff?
- Will you need to conduct your count over several days?
- Can your verification process take place following the close of poll if quarantine restrictions on equipment and paperwork?

**Equipment –**

- What PPE will you need to provide for staff?
- What processes will you need to implement to ensure the adequate cleaning of work surfaces on a regular basis?
- How do you sanitise equipment after count (or each session of counting)?
- Are you required to provide Perspex screens for staff?

-End-