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# SERVICE RESTORATION PRIORITIES

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RESET STRAND – SERVICE RESTORATION



AUGUST 17, 2020  
THREE RIVERS DISTRICT COUNCIL

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# Service Recovery

## 1. Executive 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, which were taken to the Covid 19 sub-committee on the 21 July 2020.

The recovery programme will need to prioritise those services to restore initially and those services that are not immediately urgent to restore.

Services have detailed activity within their service area under 5 priorities set out below. Heads of Service have taken into account the statutory and/or the discretionary nature of the service, the impact on vulnerable people in the district, contract commitments, financial impact (both positive and negative) and the reputational impact on the Council.

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.

Officers have reviewed the Corporate Framework document, which was approved in March 2020, prior to Covid-19.

Services that are currently identified as priority 4 and 5, will come 'on line', later in the Recovery Programme subject to sub-committee approval.

## 2. Background

Following the outbreak of Covid-19, a number of the Council's services were either stopped or partially stopped as a result of the pandemic and Government advice. In preparation for returning all services to business as usual (BAU) a Service Restoration sub-group was established under the Reset strand to lead on restoring all Council services.

The Reset sub-group identified seven objectives, set out in section 3, to outline how departments will restore services across the Council to business as usual. In order to identify services areas that were a priority, a priority rating of one to five was created with specific criteria for each priority, for example, if the service was a statutory service and it had an impact on vulnerable people then it was categorised as a Priority 1. Further detail is set out in section 3 below.

Heads of Service were then asked to detail all aspects of their respective service, including both aspects that had continue to operate throughout the pandemic, service aspects that were not fully operational and any new services established in response to Covid-19 such as the Food Hub. This information was then collated into one master document detailing all activity the Council carries out. Each service aspect was then separated into four sections:

- 5a. Priority 1, 2 & 3 Services that need to be fully restored and are currently not restored
- 5b. Priority 1, 2 & 3 Services that have been restored (including timescale of when restored)
- 5c. Priority 1 and 2 Temporary or New Services running as a Result of Covid-19
- 5d. Priority 1, 2 & 3 Services that have continued to operate during Covid-19 and will need to continue to operate

Members were then asked to agree the service priorities 1-5 at P&R Covid-19 sub-committee on 21 July 2020, or move a service aspect to a different priority rating as they see fit. Priority 1-3 Services were agreed and members asked for a more concise version of the document to be brought back to the August P&R Covid-19 sub-committee.

The next stage is to work through the priorities, starting with priority 1 service aspects, and identify what human resource and/or financial resource is required to fully restore that services aspect to business as usual. Where additional resources are required, or individual officers or teams have multiple service aspects to restore, decisions will need to be taken to prioritise some services aspects over others, with the intention that all services will eventually be restored.

### 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, if applicable. 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 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

## 5a. Priority 1, 2 & 3 Services that need to be fully restored and are currently not restored

The service areas outlined below are priority 1, 2 and 3 services which need to be fully restored or are not currently restored. It outlines the delivery aspects or activities of the services that need to be fully restored or are currently not restored.

| Service Area                  | Delivery Aspect / Activity   |
|-------------------------------|--|
| Customer Service Centre       | Face to Face – TRH Visitors  |
| Environmental Protection      | Animal welfare, licensing site and home visits: <ul style="list-style-type: none"> <li>• Visits such as noise nuisance witness</li> <li>• Licensing of new applications has been suspended</li> <li>• Indoor visits e.g. home boarders and pet shops</li> </ul>  |
|                               | Enforcement - interviews under caution   |
| Facilities                    | Manned Guarding TRH - Not required as the building has limited opening hours   |
| Housing                       | Homelessness – home visits to customers in order to try to prevent homelessness wherever possible, but also to prevent any fraudulent applications.  |
|                               | Homelessness – face-to-face interviews. As the building remains closed it has not been possible to restore, applications have continued over the phone but this is not as effective as face-to-face interviews or virtual interviews.  |
|                               | Temporary accommodation visits (TRDC owned and managed properties) – needed to manage tenancy condition compliance   |
|                               | Housing Allocations – not running home visits – needed to verify applications in order to prevent fraudulent applications  |
|                               | Housing Enforcement – not running site visits. Some visits are essential with tenants and landlords in attendance. Alternative methods to be exhausted in the first instance. This includes photographic or video evidence, audio recording and use of Noise App.  |
|                               | Pollution control – not running site visits. Some site visits are essential but alternative methods to be exhausted in the first instance. This includes photographic or video evidence, audio recording and use of Noise App.   |
| Leisure Management Facilities | Site monitoring visits to leisure centres and Ricky Golf course/Fairway Inn  |
|                               | South Oxhey Leisure Centre rebuild – due to be completed at end of August, early September and open in early September   |
| Leisure Development           | Eastbury Outdoor Gym   |
|                               | Arts on Prescription (face to face)  |
|                               | Formal openings for capital projects – e.g. The Swillett play area and Hornhill MUGA   |
| Regulatory Services           | Planning department (includes planning enforcement) – some aspects BAU – site visits need to be restored   |
|                               | Licensing department (majority running BAU) – face to face knowledge tests / PACE interviews   |
| Revenues and Benefits         | Recovery - Recovery of Council Tax, Business and Housing Benefit Overpayments debts was suspended during the COVID-19 pandemic (other than sending gentle reminders). The Service now needs to re-commence all types of recovery work to all levels including enforcement i.e. sending final notices, applying for summonses and then seeking a recovery path once a liability order has been obtained. This recovery work includes allowing Enforcement Agents to re-engage with our customers.<br>A report seeking agreement to re-commence recovery work is going to JLT on 17.08.2020. |
| Trees & Landscapes            | Project based work such as Green Flag and working with Friends Groups  |
|                               | To increase the number of site visits around dangerous trees/TPO applications  |
| Watersmeet                    | Pantomime  |
|                               | Film Programme   |

## 5b. Priority 1, 2 & 3 Services that have been restored (including timescale of when restored)

Listed below are the priority 1,2 and 3 services including the detailed delivery aspects or activities in the services which have now been restored and dates that this took place have been indicated.

| Service Area                         | Delivery Aspect / Activity   | Timescales  |
|--------------------------------------|--|---|
| <b>Environmental Protection</b>      | Abandoned vehicles   | Reinstated 3 <sup>rd</sup> June 2020  |
| <b>Facilities</b>                    | Cleaning Services  | Restored April 2020 – In line with current office requirements.   |
|                                      | Revised schedule of works created to accommodate need<br>Courier Service   | Restored April 2020 - Limited service restored as requirements currently in line with office opening hours. |
| <b>Housing</b>                       | Temporary accommodation income   | Restored April 2020 - Limited service restored as requirements currently in line with office opening hours. |
|                                      | DFGs   | 5 <sup>th</sup> June 2020   |
|                                      | Housing Policy & Strategy  | May 2020  |
| <b>Leisure Development</b>           | Targeted Active Families (for the most vulnerable families in the district)  | 27 <sup>th</sup> July – 28 <sup>th</sup> August   |
|                                      | LCP HLF Project  | 1 <sup>st</sup> June 2020   |
|                                      | Holiday Playschemes (including referrals)  | 20 <sup>th</sup> July – 21 <sup>st</sup> August   |
|                                      | Primrose Hill Play Area Refurbishment  | 31 <sup>st</sup> May  |
|                                      | Arts on Prescription (online)  | Running online throughout   |
| <b>Leisure Management Facilities</b> | Rickmansworth Golf Club incorporating Fairway Inn  | 19 <sup>th</sup> May 2020   |
|                                      | William Penn Leisure Centre, Sir James Altham Pool (MUGA)  | 28 <sup>th</sup> July and 31 <sup>st</sup> July   |
| <b>Property Services</b>             | Property Management site visits and inspection - Site visits and Inspections for rent review, lease renewals, tenants application proposals, lettings, dilapidations, encroachments, traveller, etc all of which have time and response requirements (partially restored)  | June 2020   |
|                                      | Rent collection and pursuing arrears has been heavily restricted by the Pandemic and specifically the Corona Virus Act which has precluded landlords from taking arrears enforcement action such as bailiffs and ejections and many courts have not been sitting. Some tenants have taken advantage of this situation and some arrears have built up which Finance/Sundry Debtors will continue to pursue with support from Property | June 2020   |
| <b>Trees &amp; Landscapes</b>        | Park Ranger work (See Leisure Development under LCP HLF Project)<br>Site visits around dangerous trees/TPO applications on an exception base only  | From 8 <sup>th</sup> August<br>May onwards  |

### 5c. Priority 1 and 2 Temporary or New Services running as a Result of Covid-19

Listed below are the priority 1 and 2 temporary or new services which have been running as a result of Covid-19 in Economic and Sustainable Development and Community Partnerships which have been needed to respond to covid-19 and to support the recovery process.

| Service Area                                  | Delivery Aspect / Activity  |
|---|---|
| <b>Economic &amp; Sustainable Development</b> | Reopening High Street Fund (Economic and Sustainable Development)<br>Additional work in response to Covid19   |
| <b>Community Partnerships</b>                 | Community Protection Recovery Group, Foodhub (stepped down 31 July 2020), Establishment of CIC<br>Recovery: Programme Management, Staff Capacity & Mobilisation |

### 5d. Priority 1, 2 & 3 Services that have continued to operate during Covid-19 and will need to continue to operate

Listed below are the priority 1, 2 and 3 services and the delivery aspects or activities within those services that have continued to operate during covid-19 and will need to continue to operate.

| Service Area                                  | Delivery Aspect / Activity   |
|---|--|
| <b>Committees</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<br>Supporting the Chairman<br>Supporting the Chief Executive, Directors and Leader of the Council  |
| <b>Community Partnerships</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, ASB Action Group, Youth Action Panel, ASB Enforcement Work, Domestic Abuse Forum, Better Choices<br>Community Protection Recovery Group, Establishment of CIC<br>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<br>Recovery: Programme Management, Staff Capacity & Mobilisation<br>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<br>Communications, Business engagement, Staff Welfare, Risk Management |
| <b>Corporate Services</b>                     | Emergency Planning/Business Continuity<br>DP/FOI requests<br>Communications  |
| <b>Customer Services Centre</b>               | Resident access to TRDC (Telephone & Email)<br>Admin   |
| <b>Environmental Protection</b>               | Animal welfare, licensing site and home visits: <ul style="list-style-type: none"> <li>• Priority home visits have been carried out for animal ASB and police matters</li> <li>• Interim inspections, which could be carried out outdoors e.g. stables, have continued</li> <li>• Stray dogs have continued to be collected/returned</li> <li>• Enforcement investigations have continued to be undertaken</li> </ul> Enforcement: Investigate fly tipping, monitor flats contamination, other enforcement e.g. trade waste site visits<br>Collections; refuse, recycling, food, garden waste, bulky waste, trade waste and recycling, and clinical waste collections<br>Grounds Maintenance; grass cutting, cemeteries & playground inspections, litter/dog bin emptying including the Aquadrome<br>Street Cleansing; litter bin emptying, street sweeping, clearance of fly tips   |
| <b>Economic &amp; Sustainable Development</b> | Reopening High Street Fund (Economic and Sustainable Development)<br>Additional work in response to Covid19<br>Local Plan  |

|   |  |
|---|--|
|   | Neighbourhood Planning   |
|   | SW Herts Joint Strategic Plan  |
|   | Community Infrastructure Levy  |
|   | Brownfield Register  |
|   | Right to Build Register  |
|   | Annual Monitoring Report   |
|   | Historic Environment   |
|   | Herts Warmer Home Scheme (service already running) (Economic and Sustainable Development)  |
| <b><u>Electoral Services</u></b>            | Electoral Registration: Annual Canvass (June to December), and on-going rolling registration January to May<br>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<br>Any vacancies that occur before then i.e. due to death, resignation or disqualification will be held on that date in May 2021   |
|   | Post Outgoing  |
| <b><u>Finance</u></b>                       | Finance including Fraud- Closing Accounts, Accounts payable, Insurance, Treasury Management, reconciliations, Income management, Budget setting & VAT and statutory returns<br>Budget Monitoring   |
| <b><u>Legal</u></b>                         | 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  |
|   | 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 |
|   | 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   |
| <b><u>Revenues &amp; Benefits</u></b>       | Benefits – making a New Claim  |
|   | Benefits – reporting a Change in Circumstances   |
|   | Revenues – Billing (discounts, exemptions, moves etc.)   |
|   | Revenues – Recovery  |
| <b><u>Facilities</u></b>                    | Print Service  |
|   | Facilities Management (Statutory)  |
|   | On Site Security, alarms CCTV and fire extinguishers etc.  |
|   | Cleaning Services  |
|   | Manned Guarding TRH  |
|   | Post incoming and outgoing   |
|   | Courier Service  |
| <b><u>Housing</u></b>                       | Homelessness   |
|   | Provision of temporary accommodation   |
|   | Temporary accommodation visits (TRDC owned and managed properties)   |
|   | Housing advice   |
|   | Private rented sector scheme   |
|   | Housing Allocations  |
|   | Housing Enforcement  |
|   | Pollution control  |
| <b><u>Human Resources (HR)</u></b>          | Payroll delivery   |
|   | Provision of HR advice and guidance  |
| <b><u>ICT</u></b>                           | Initiate O365/cloud based licencing project  |
|   | Service Delivery   |
|   | Infrastructure Services  |
|   | Projects Team  |
| <b><u>Leisure Management Facilities</u></b> | Rickmansworth Golf Club incorporating Fairway Inn  |
|   | William Penn Leisure Centre, Sir James Altham Pool, South Oxhey Leisure Centre   |
|   | South Oxhey Leisure Centre rebuild   |
| <b><u>Property Services</u></b>             | Property Services & Major Projects   |
|   | Property Management site visits and inspection   |
| <b><u>Regulatory Services</u></b>           | Environmental Health, Health and Safety at Work; Control and tracing service, via PHE and respond to outbreaks of infectious disease; food hygiene services  |
|   | 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   |
|                             | Dial A Ride Component of Better Buses (HCC delivery, TRDC fund)  |
|                             | Licensing department   |
|                             | 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 |
|                             | Retails Parades Revitalisation Programme   |
|                             | HCC scheme consultation and Policy/Strategy Consultation/rail proposals consultation   |
| <b>Trees and Landscapes</b> | Tree work including Tree Preservation Orders   |

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