

**COVID-19 RECOVERY WORKING GROUP**  
**Tuesday 25 August 2020 at 6.30pm**  
**Zoom - Online**

**AGENDA**

1. Apologies for Absence
2. Declarations of Interest
3. Minutes (Pages 2 - 5)
4. Matters Arising
5. Terms of Reference (Page 6)  
To note the final Terms of Reference.
6. Vision and Themes (Pages 7 - 10)
7. Draft Work Plan (Pages 11 - 19)
8. Member Nominations to Work Streams
9. Recommendations to Cabinet (Pages 20 - 21)
10. Matters of Urgent Business

**MINUTES OF THE COVID-19 RECOVERY WORKING GROUP  
HELD ON**

5 August 2020

6.30 - 7.47 pm

**PRESENT**

**Committee Members**

Councillor Eugenie Harvey (Chair)  
Councillor Simon Carter  
Councillor Joel Charles  
Councillor Tony Durcan  
Councillor Tony Edwards  
Councillor Andrew Johnson  
Councillor Russell Perrin  
Councillor Nancy Watson

**Officers**

Brian Keane, Chief Executive  
Andrew Bramidge, Head of Environment and Planning  
Hannah Criddle, Governance Support Officer  
Simon Freeman, Head of Finance and Deputy to the Chief Executive  
Jane Greer, Head of Community Wellbeing  
Simon Hill, Head of Governance  
Andrew Murray, Head of Housing  
Lisa Thornett, Corporate and Governance Support Officer

**8. APOLOGIES FOR ABSENCE**

Apologies for absence were received for Councillor Frances Mason.

**9. DECLARATIONS OF INTEREST**

Councillor Carter declared a pecuniary interest as a remunerated Council appointed director of HTS (Property and Environment) Ltd.

Councillor Charles declared a pecuniary interest as a remunerated Council appointed director of HTS (Housing and Regeneration) Ltd.

**10. MINUTES**

**RESOLVED** that the minutes of the meeting held on 22 July 2020 are agreed as a correct record and signed by the Chair.

**11. MATTERS ARISING**

Councillor Johnson noted that at the last meeting the Working Group requested the operational notes of any work stream meetings. Brian

Keane, Chief Executive, confirmed that these would be provided at the next Working Group meeting on 25 August 2020.

Councillor Charles noted that a summary report on data collection and gap analysis would be useful. Councillor Harvey agreed that data analysis would be helpful but explained it would be hard to complete a gap analysis for all work streams. Brian Keane agreed that there could be a gap analysis for the internal and HTS work streams. The Council was working with Essex County Council for data relating to the community and business and economy work streams. Councillor Charles requested an internal gap analysis as soon as possible. Councillor Harvey agreed that this would be sent to the Working Group Sub Group.

Councillor Perrin noted that at the last meeting it was discussed that sustainability was built in to the action plan. Councillor Harvey agreed to look at this and build it in to the action plan.

## **12. APPROVE THE FINAL TERMS OF REFERENCE**

The Working Group received final Terms of Reference for approval.

Councillor Harvey advised the Working Group that Councillor Mason suggested that the appropriately terminology was “clinically extremely vulnerable”. It was agreed that the Terms of Reference would be amended accordingly.

Councillor Johnson thanked the Chair and Officers for the changes made to the Terms of Reference following discussions earlier on in the week. Councillor Johnson advised that his group was happy to accept the Terms of Reference and welcomed the collaboration between the two parties.

**RESOLVED** that the final Terms of Reference were approved for recommendation to the Cabinet.

## **13. APPROVE THE VISION STATEMENT**

The Working Group received the vision statement for approval.

Councillor Charles suggested that the corporate priorities were given short, medium and long term targets. Councillor Charles suggested the three most important priorities at the moment were; infection control and a second wave, business resilience and action to help disadvantaged groups. Councillor Harvey advised that timeline work was going on. Brian Keane confirmed that targets would be part of the action plan.

**RESOLVED** that the vision statement would be amended and brought to the Working Group Sub Group before the full Working Group meeting on 25 August 2020.

**14. DISCUSS AND AGREE THE WORK STREAM OBJECTIVES TAKING VIEWS FROM MEMBERS**

The Working Group received the work stream objectives for discussion and comments.

Councillor Harvey advised the Working Group that at the sub group meeting it was agreed that a Working Group member from each party would be allocated to each work stream. The lead officer of each work stream would provide the members with updates for them to go back to their groups.

Councillor Perrin requested that any updates from Officers were uploaded to Mod.Gov so they were all saved in one place. Simon Hill, Head of Governance, confirmed the documents could be attached to the meeting documents.

Councillor Perrin also requested whether a Covid-19 budget or financial framework could be broken down into the different work streams. Simon Freeman, Head of Finance and Deputy to the Chief Executive, would look into this and have a separate conversation with Councillor Perrin.

Councillor Johnson advised the Working Group that he felt he doesn't have enough information of what falls under each work stream in order to analyse, comment and agree on the objectives. It was agreed that Officers would circulate a scoping paper on the current focus of each work stream.

Councillor Charles suggested the under the Business and Economy work stream, the wording surrounding securing partnerships with other bodies was strengthened. Andrew Bramidge, Head of Environment and Planning, agreed with this.

Overall, the Working Group agreed that it was the responsibility of every work stream to reduce the risk of a second spike of Covid-19.

**RESOLVED** that the work stream objectives were agreed.

**15. UPDATE ON PROGRESS OF ACTION PLAN**

The draft Action Plan would be brought to the Working Group Sub Group within the next couple of weeks and then to the full Working Group on 25 August 2020.

**16. MATTERS OF URGENT BUSINESS**

Councillor Harvey advised the Working Group that the meeting due to take place on Thursday 24 September had been moved to Wednesday 23 September.

CHAIR OF THE WORKING GROUP

## APPENDIX A

### Covid-19 Recovery Working Group

#### Terms of Reference

- (i) To advise the Portfolio Holder on the proposals contained within the developing pandemic action plan including short, medium and long term objectives and measures taking into account the changing landscape.
- (ii) To provide a forum for consultation on measures and strategy within the pandemic action plan
- (iii) To advise and comment on work with regional health officials to prepare for and mitigate any further outbreak or second wave of infection in Harlow;
- (iv) To identify Council-related impacts that may require additional resources or service delivery methods; and
- (v) To provide a focus for:

#### *Developing greater community resilience*

- community action, cohesion, and greater resilience.
- supporting the recovery of BAME communities, clinically extremely vulnerable and other marginalised groups
- engagement with the voluntary sector and faith-based communities

#### *Educating the public about health risks and working to mitigate future outbreaks*

- preparation and planning to ensure, with other public sector agencies, that in the face of future outbreaks or emergencies, all residents are given the best possible health protection and outcomes, particularly those at risk of health inequalities.
- community education on the on-going public health risk and to mitigate future outbreaks

#### *Advancing the post-COVID local economy*

- proposals for new ways of working
- business engagement
- innovative ways of growing the local economy

- (vi) To harness data and monitor recovery performance to ensure that services delivered post COVID, meet the changing needs of residents and businesses.

**Draft**

**Vision for the Recovery of Harlow**

*"To harness the positive aspects of the community response to the Covid-19 crisis and address the negative outcomes such that the Harlow that emerges - its residents, businesses and voluntary groups – is stronger, more resilient and poised to take full strategic advantage of the opportunities for growth and renewal."*

## We will achieve this by:

### Corporate Themes

Promoting within everything that it does for the recovery of the town, the strategic priorities of its Corporate Plan:

- Recovery and Resilience (NEW – subject to Council approval)
- More and Better Housing
- Regeneration and a Thriving Economy
- Wellbeing and Social Inclusion
- A Clean and Green Environment
- Successful Children and Young People

Acknowledging the role that the Working Group will have in promoting a plan for recovery.

Managing and recording Harlow Council's recovery response to the COVID-19 pandemic to meet its priorities as a community leader, and fulfil the requirements as a local authority under the Civil Contingencies Act 2004 to "take the lead in facilitating the rehabilitation of the community and the restoration of the environment."

Seeking to remove the barriers that keep people beyond the reach of employment, services, jobs and other socio-economic recovery measures and opportunities.

Maximising the opportunities for innovative ways of future working across the Council and with partners, its own LATCO and other stakeholders (such as the voluntary sector) to the benefit of the local community and business sector.

Preparation and planning to ensure, with other public sector agencies, that in the face of future outbreaks or emergencies, all residents are given the best possible health protection and outcomes, particularly those at risk of health inequalities.

Securing the best possible regeneration and infrastructure improvement outcomes for the town across the wider HGGT area in the context that they promote residents' health and wellbeing and economic recovery.

Harnessing data and monitoring performance to ensure that services delivered post COVID-19, meet the changing needs of residents and businesses.

Ensuring the community is kept informed about Council's and other related bodies' actions to keep them safe and prioritise their well-being as we adjust to a new and uncertain reality and seek to build individual and collective resilience.

## **Workstream Themes**

### **Community Impact:**

1. To ensure the physical, mental, and socio-economic wellbeing of all residents of Harlow is recovered to pre-pandemic levels or above through analysis of the impact of COVID-19 on the community by undertaking data analysis; initiating meaningful dialogue with community, voluntary sector, faith and cultural organisations and utilising feedback from the Council's frontline services.
2. To maintain a robust and thriving community and voluntary sector by maximising promotion and take-up of Government initiatives to support the sector and community; facilitating meaningful engagement and partnership working and supporting the development of new initiatives to meet needs identified through COVID-19 community impact assessment

### **Business & Economy Workstream,**

1. Increase the opportunities for advice, information, incentives and financial support to Harlow businesses, equipping them with the tools to prosper through the recovery phase.
2. Create and deliver a programme of active promotion of the Harlow economy to maximise opportunities for local businesses, to encourage business-to-business and local supply chain activity and to maximise the impact of the "Harlow pound"
3. Ensure young people in Harlow have access to information, advice, and opportunities for work and/or training to prevent a large cohort of young people emerging in Harlow without meaningful activity.
4. Securing partnerships with bodies and educational institutions to create a joined-up plan to promote the need for local employment opportunities, particularly for young people aged 18-24.
5. To actively look for examples of new ways of working and new business opportunities and to innovate them in Harlow.

### **Council Internal Services Workstream**

1. To plan for the new 'normal' and any changes and/or challenges this may present to the Council's operating model and structures.
2. To ensure the continuation and where necessary the restoration of service provision to Harlow residents and businesses.
3. To work with all government guidance to ensure that strategic objectives are compliant and Covid safe.
4. Harnessing data and monitoring performance to ensure that services delivered post COVID-19, meet the changing needs of residents and businesses.

### **HTS Group Workstream**

1. To improve business resilience and efficiency by a review of HTS business plans, priorities and business continuity; enhanced communication plans aligned to Council communication plans and a robust gap analysis and performance reporting.
2. To reassess HTS community impact by its social value programme and reporting.

3. To monitor HTS environmental impact through its landscape programmes and policies reviews.
4. To create opportunities through the HTS Group business and commercial growth plans, particularly in the area of apprenticeships, training and employment for young people.
5. To show leadership within the local business community with regards to creating local opportunities for local people.

Workstream: Community Impact		Lead Officers: Jane Greer		Deputy Lead Officer: Andrew Bramidge		
<b>Objectives / Areas of Work:</b> <ol style="list-style-type: none"> <li>1. To ensure the physical, mental, and socio-economic wellbeing of all residents of Harlow is recovered to pre-pandemic levels or above through analysis of the impact of COVID-19 on the community by undertaking data analysis; initiating meaningful dialogue with community, voluntary sector, faith and cultural organisations and utilising feedback from the Council's frontline services.</li> <li>2. To maintain a robust and thriving community and voluntary sector by maximising promotion and take-up of Government initiatives to support the sector and community; facilitating meaningful engagement and partnership working and supporting the development of new initiatives to meet needs identified through COVID-19 community impact assessment</li> </ol>						
Number:	Area of Focus	Identified Programmes / Projects / Schemes	What Can be Delivered? Or desired end state?	Comments: Resources required or constraining factors e.g. Influence only, requires work by other authorities	Likely Target Timescales	
11	COM1	To ensure the physical, mental and socio-economic wellbeing of all residents of Harlow is recovered to pre-pandemic levels or above through analysis of the impact of Covid-19 on the community by undertaking data analysis; initiating meaningful dialogue with community, voluntary sector, faith and cultural organisations and utilising feedback from the Council's front line services.	Identify data that can be collated from Harlow Council front line services, social media, website, Policy and Performance Team and Essex County Councils analytics team, and the Clinical Commissioning Group	Up to date information from as many sectors of the community and government and other data sources that are available for analysis and use to ensure we understand the impact of Covid 19.	Officer time . Essex County Council input required. Potentially new system to capture all of this information.	Sep-20
	COM2		Reinstate full tenancy support and supported housing services with the re-opening of communal areas within sheltered housing schemes enabling reduction of social isolation and inappropriate hospital admission	Reduced social isolation. Less hospital admissions, less call on support from Adult Social Care.	Government guidance Staff time. Additional cost of increased cleaning regime	Oct-20
	COM3		Work with partners to support transition of placements under covid 19 from temporary accomodation to more settled accomodation	Successful rehousing of covid 19 homeless clients into more settled accommodation to prevent rough sleeping	Availability of suitable and affordable accommodation may be a constraint. Grant funding. On the engagement of client for support	Nov-20

	COM4	Develop innovative solutions to help people to access Harlow's culture and heritage sectors virtually. Identify cultural venues, services and other leisure activities that have been adversely affected by loss of income from Covid 19	Culture and Arts summer school to assist children who have missed learning opportunities whilst schools are closed. Undertake audience survey to identify peoples concerns re Covid 19 and attending events Look at digital and virtual solutions to enable access to relevant services, i.e. virtual access by residents , schools and other groups etc.	Funding from Carnival budget 2020 diverted to summer school activites staff time Additional funding for potential solutions may be required	Mar-21
12	COM5	Provide School readiness activities on line to help ensure children starting school in September 2020 have the skills to be ready to learn and achieve.	Online activities delivered to young people and their carers	Staff time.	Aug-20
	COM6	Promote debt management and financial advice services and keep under review and government initiatives and guidance.	Review Council Debt recovery processes. Maximise residents' access to relevant benefits. Assist residents to access financial support services and local initiatives	Partnership working. Assess whether Harlow Council, government agencies and the community and voluntary sector have the capability and resources to respond.	Sep-20
	COM7	Promote Better Health campaign and Mental Health and Wellbeing advice. Support public health campaigns to minimise covid 19 health impacts , ensuring the needs of volunteers are considered as well as other sections of the community	Better and improved physical and mental health, therefore e better prepared to deal with Covid 19 if affected current or in the future, for residents and volunteers	staff time campaign costs.	October 20 and ongoing

13	COM8	Maintain a robust and thriving community and voluntary sector by maximising promotion and take up of Government initiatives to support the sector and community; facilitating meaningful engagement and partnership working and supporting the development of new initiatives to meet needs identified through Covid 19 community impact assessment.	Work with the CVS and other partners to identify specific third sector recovery support needs and priorities to establish a multi agent forum to address local needs through community impact assessment	Survey of third sector support needs undertaken, Understanding of how Harlow communities have been disproportionately affected ( possible survey and well as focus groups)	Staff time	Aug-20
	COM9	Undertake a community impact assessment to assess any disproportionate affects of covid 19 on disadvantaged groups and communities, for example BAME and disabled people.	Support local community, faith and voluntary groups to identify and maintain support for the most vulnerable people impacted by Covid 19. Work with mental health organisations to provide targeted support to BAME and disabled people impacted by Covid 19	Partnership working with other agencies, voluntary and charity sector. Some financial resource may be required.	October 20 and ongoing	
	COM10	Support the work of charitable and other organisations to tackle the impact of Domestic Abuse that has been heightened during the lockdown period	To identify the level to domestic abuse in Harlow and any increases due to Covid 19, and work with partners to address any shortfalls in service provision or support for victims	Staff time willingness of agencies to work together Potential financial support required	Mar-21	
	COM11	Work with Mental Health organisations to provide targeted support to BAME and disabled young people impacted by Covid 19.	Identification of sections of the community that have been adversely affected by the effects of Covid 19.	Staff time Possible communications costs, i.e. leaflets etc	Mar-21	
	COM12	Engage with local organisations that have existing links to BAME communities and local disability groups to ensure the Council's approach to community recovery takes into account the diversity of the town.	Set up a regular community forum to enable regular engagement and feedback from BAME communities and local disability groups Five point Government guidance to BAME communities followed.	Zoom facility. Ensure suitable access arrangements for community groups, i.e. access to IT.	03/09/2020 then ongoing	

Workstream: Business & Economy		Lead Officer: Andrew Bramidge		Deputy Lead Officer: Jane Greer		
14	<b>Objectives / Areas of Work:</b> <ol style="list-style-type: none"> <li>1. Collating data to identify the impact of Covid-19 on the local economy and establishing a baseline to enable us to monitor progress throughout the recovery phase.</li> <li>2. Increase the opportunities for advice, information and financial support to local businesses, working with local business support agencies.</li> <li>3. Development of a programme to actively promote Harlow businesses to maximise the potential of the 'Harlow Pound'.</li> <li>4. Creation of a local partnership to maximise the take up of apprenticeship and job placement programmes with the Council playing a leadership role.</li> <li>5. Ensure young people in Harlow have access to information, advice and opportunities for work and/or training.</li> <li>6. Identify ways in which existing Council service delivery can be utilised to support Covid recovery measures in the local economy.</li> <li>7. Supporting communications to local businesses to assist in the prevention of a second wave of infections.</li> </ol>					
	Number:	Area of Focus	Identified Programmes / Projects / Schemes	What Can be Delivered? Or desired end state?	Comments: Resources required or constraining factors e.g. Influence only, requires work by other authorities	Likely Target Timescales
	BE1	Prevention of second wave of infection	Prepare protocols (and implement when needed) for communicating actions on increasing infections	Communications issued when required resulting in behaviour change	Environmental Health, Comms, Essex Resilience Forum	Ongoing
	BE2	Collation of data	Identify what data can be collated within the Council's Policy and Performance team	List of data available for monthly collation	Input from Policy & Performance	End of August
			Identify what data can be supplied by Essex County Council	List of data available for monthly collation	Input from ECC	End of August
			Regular liaison with major employers in Harlow to gather intelligence	Regular views of local business on the impact of Covid	Resourced through Regeneration team	September
			Undertake regular business surveys	Regular views of local business on the impact of Covid	Identify if this can be done in-house or needs external commission	End of September
	BE3	Business information, advice & support	Maximise the provision of Government grant support to Harlow businesses	Full utilisation of Government funds	Delivery through Revs & Bens team	August
			Develop social media platform to connect with local businesses	Ensure two way connections with local business community	Regen and Comms teams to lead	September - commence
			Work with Harlow Chamber of Commerce to increase information to businesses	Initial online workshop followed by ongoing joint Council -Chamber programme	Availability of resources in Regen team and at Harlow Chamber. Involvement of NWES.	September
			Ensure all Council commercial tenants have full access to Covid information	Regular flow of information	Joint working between Property & Facilities and Revs & Bens	Ongoing

		Signpost Harlow businesses to NHS 'Working Well' programme	Referrals from Harlow into the Essex Covid Recovery programme	Environmental Health & Regen teams	Ongoing
		Explore potential for utilising empty town centre retail unit to be used as a temporary business advice centre	Determine the feasibility and potential location	Work with Water Gardens and Harvey Centre management	September
15	BE4	Promotion of Harlow businesses	Identify what more can be done to prioritise local businesses in the council's procurement	More local companies being given the opportunity to compete for Council business	Need to ensure compliance with procurement policy. May necessitate some changes to procurement practice across service areas.
		Explore potential for local 'Meet the Buyers' event, possibly in early 2021	More opportunities for local businesses to trade with each other	Can this be a physical event, or online goods and service matching?	November
		Utilise 'Discover Harlow' brand to deliver inward investment marketing campaign for Harlow and promote local success stories	Marketing campaign launched for Harlow with enquiry handling service	Work with Innovation Corridor	November
		Work with 'anchor' institutions to support local supply chain, learning from PHE impact report	More local small companies supplying larger purchasers	Work with PHE, PAH, College and larger businesses	October
		Harlow Council to promote use of town centre and neighbourhood centres	Increasing footfall	Regeneration team and Comms team	September
		Develop business awards scheme	Identification of local success stories	Work with Harlow Chamber and Heart 4 Harlow	November
		Implement new signage scheme to improve awareness of neighbourhood centres and local hatches	Increasing footfall	Regeneration and Property & Facilities teams	October
	BE5	Create partnership to lead local employment initiatives	Identify opportunities within Harlow Council to utilise job placement programme	Increase trainee positions in Council and support local workforce	Budgetary constraints
		Develop partnership of leading organisations in Harlow to promote employment initiatives	Harlow Council working as community leader	Work through Growth Board; involvement of DWP	September
		Develop programme of improving digital skills for businesses to help them deal with the 'new normal'	Number of Harlow businesses signing up to a programme	Work with existing business support providers, Harlow College, ARU etc.	October
BE6	Support to young people	Identify opportunities within Harlow Council to increase apprenticeships	Increase trainee positions in Council and support local workforce	Budgetary constraints	October
		Ensure an adequate advice and guidance programme is in place for all young people in Harlow	Clear referral mechanism in place and support to enable work-readiness	Work with Harlow College and other existing providers	September

BE6	Council service delivery	Ensure a focus on Covid recovery for local businesses is woven into Corporate Plan and service delivery	Measures delivered that specifically target Covid recovery as an aim	SMB to identify and discuss with Members. Work through Growth Board.	Ongoing
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<b>Workstream: Council Business Impact</b>	<b>Lead Officer: Simon Freeman</b>	<b>Deputy Lead Officer: Simon Hill</b>
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**Objectives / Areas of Work:** 1. To plan for the new 'normal' and any changes and/or challenges this may present to the Council's operating model and structures.  
 2. To ensure the continuation and where necessary the restoration of service provision to Harlow residents and businesses.  
 3. To work with all government guidance to ensure that strategic objectives are compliant and Covid safe.  
 4. Harnessing data and monitoring performance to ensure that services delivered post COVID-19, meet the changing needs of residents and businesses.

<b>Number:</b>	<b>Area of Focus</b>	<b>Identified Programmes / Projects / Schemes</b>	<b>What Can be Delivered? Or desired end state?</b>	<b>Comments: Resources required or constraining factors e.g. Influence only, requires work by other authorities</b>	<b>Likely Target Timescales</b>
CB1	Covid -Secure compliance	Corporate risks assessments, operational and staffing advices, PPE process, on going review of activities restricted by social distancing	Covid-secure workplace risk assessment for each premises re-opened, PPE identification and central issue process	Internal resources required	June 2020 - complete, risk assessment review on going based on changes to government guidance
CB2	Outdoor community and leisure sites	Playgrounds, car parks, MUGAs, pitches, Pets Corner, Town Park	Re-opening of facilities when government guidance permits and covid-secure arrangements can practically be implemented	Internal resources required, dependant on government guidance/restrictions	Aug-20
CB3	Indoor community and leisure sites	Playhouse, Museum, Nature Reserve, public conveniences, Leah Manning Centre, Sam's Place	Re-opening of facilities when government guidance permits and covid-secure arrangements can practically be implemented	Internal resources required, dependant on government guidance/restrictions	Aug-20
CB4	External facing HDC Operational sites	Civic Centre, Latton Bush Centre, Bus Terminus	Expansion of available facilities, including cash office, to members of the public when government guidance permits and covid-secure arrangements can practically be implemented	Internal resources required, dependant on government guidance/restrictions	Jul-20
CB5	Refining homeworking protocols and processes	CT homeworker kit standardisation, continuation of existing Telephony and ICT system upgrade programme	Increased capacity and resilience for homeworking processes put in place during emergency phase of COVID response	Internal resources	On going - commenced
CB6	Income Recovery	Housing rent recovery, leaseholder contributions, Commercial rent recovery, Benefit overpayment recovery, Council tax and NDR recovery, sundry debtors	Re-instate recovery processes to ensure income recovery can recommence to operate at normal levels	Internal resources required - dependant on courts service and external enforcement agents	On going - commenced

CB7	Enforcement	Environmental crime, ASB, illegal encampments,	Re-instate recovery processes to ensure enforcement can recommence to operate at normal levels	Internal resources	On going - commenced
CB8	Consultation and communications	External events, statutory consultations, panels and improvement boards	Alternative covid-secure delivery mechanisms (likely virtual)	Internal resources	On going - commenced
CB9	Virtualisation of face to face processes	Housing allocations, taxi licensing, car park permits, site visits for EHS, Housing services, supported Housing management	Web based alternative processes implemented	Internal resources	On going - commenced
CB10	Test and Trace	Essex and Southend Local outbreak plan	MOU agreed and Plan finalised, and Harlow ready for implementation when triggered	Internal resources, part of county-wide response	July 2020 - MOU in place, on going activity to meet plan requirements
CB11	Impact analysis of COVID19	Data identification, collection and analysis	Dashboard of metrics showing impact across town	Internal resources, dependant on some externally collected data	On going - not yet commenced

<b>Workstream:</b>	<b>Lead Officer: Andrew Murray</b>	<b>Deputy Lead Officer: John Phillips</b>
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**Objectives / Areas of Work:** 1. To improve business resilience and efficiency by a review of HTS business plans, priorities and business continuity; enhanced communication plans aligned to Council communication plans and a robust gap analysis and performance reporting.  
 2. To reassess HTS community impact by its social value programme and reporting.  
 3. To monitor HTS environmental impact through its landscape programmes and policies reviews.  
 4. To create opportunities through the HTS Group business and commercial growth plans, particularly in the area of apprenticeships, training and employment for young people.  
 5. To show leadership within the local business community with regards to creating local opportunities for local people.

<b>Number:</b>	<b>Area of Focus</b>	<b>Identified Programmes / Projects / Schemes</b>	<b>What Can be Delivered? Or desired end state?</b>	<b>Comments: Resources required or constraining factors e.g. Influence only, requires work by other authorities</b>	<b>Likely Target Timescales</b>
HTS1	Business Resilience and Efficiency	Review of HTS Business Plans, Priorities and Business Continuity. Enhanced communication plans aligned to Council communication plans. Robust gap analysis and performance reporting.	Published updated/revised HSE (Covid 19) Standards. Enhanced Customer Access through digital channels. Aligned business plan/financial reporting, governance and timelines.	Capacity and Shareholder/Board governance arrangements	Oct-20
HTS2	Community Impact	Social value programme and reporting.	Enhanced social value demonstrated. Development/promotion of scrutiny reporting, and improved transparency with better measurement.	Needs wider Council community engagement approach.	Mar-21
HTS3	Environmental Impact	Landscape programmes and Policies reviews.	Action forcing and alignments of policies. Removal of unnecessary duplication. Simplified reporting and service offer.	Resources available and robust client briefs (planned tree programme/grass cutting). Prioritised timing and alignment to Council risks.	Sep-21
HTS4	Creating Opportunities	Business and Commercial growth plans.	Long term plans resourced and prioritised. Targeted resourcing and priorities.	Council plans/ambition and corporate plan priorities.	Mar-21
HTS5	local business community leadership	TBA	Creating local opportunities for local people	TBA	TBA

**REPORT TO:** COVID-19 RECOVERY WORKING GROUP  
**DATE:** 25 AUGUST 2020  
**TITLE:** RECOMMENDATIONS TO CABINET  
**LEAD OFFICER:** SENIOR MANAGEMENT BOARD (01279) 446004

**RECOMMENDED** that subject to any amendments agreed by the Working Group:

- A It is recommended to Cabinet that Working Group's final Terms of Reference are approved.
- B It is recommended to Cabinet that the Vision Statement and strategic themes and Action Plan are agreed.
- C It is recommended to Cabinet to recommend to Full Council that a further Corporate Priority of 'Resilience and Recovery' is introduced into an amended Corporate Plan.

## **BACKGROUND**

1. The Working Group has already met on two occasions. At its second meeting on 5 August, it approved its terms of reference. These have been included for noting earlier in the agenda.
2. Also at its meeting on 5 August, the Working Group agreed that the Vision Statement would be amended and brought to this meeting for recommendation to Cabinet. The Vision Statement was considered earlier in this meeting.
3. This meeting has also considered a draft Action Plan and a suggested amendment to the Corporate Plan.
4. All four documents form a central part of the Council's strategic framework in leading Harlow's recovery from the Covid-19 pandemic

## **ISSUES/PROPOSALS**

5. It is recommended that the final terms of reference, Vision Statement, draft Action Plan, and suggested amendment to the Corporate Plan are referred to Cabinet. The actions attributed to that additional priority will be those contained within the recovery plan.
6. Amendments to the Corporate Plan will require Full Council approval, and should they be approved by the Working Group and Cabinet, they would be considered at Full Council.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

As set out in the reports to the working group

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

As set out in the reports to the working group

**Author: Simon Freeman, Head of Finance and Deputy to the Chief Executive**

### **Housing**

As set out in the reports to the working group

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

As set out in the reports to the working group

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

As set out in the reports to the working group, change to the Corporate Plan fall within the Policy Framework and are a matter for the Council to approve.

**Author: Simon Hill, Head of Governance**

## **Background Papers**

Those included within reports to the Working Group