

Appendix C

Workstream: Community Impact		Lead Officers: Jane Greer Deputy Lead Officer: Andrew Bramidge			
<p>Objectives / Areas of Work: 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.</p> <p>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</p>					
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
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 accommodation to more settled accommodation	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 activities staff time Additional funding for potential solutions may be required	Mar-21
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 be 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

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 agencr forum to adress local needs through community impact assessment	Survey of third sector support needs undertaken, Undertanding of how harlow communities have been disportionally affected (possible survey and well as focus groups)	Staff time	Aug-20
COM9		Undertake a community impact assesement to assess any dispropionate 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 charty sector. Some finiacial 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 parners to address any shortfalls in service provision or supprt 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 arrangmenst 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
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Objectives / Areas of Work: 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.
2. Increase the opportunities for advice, information and financial support to local businesses, working with local business support agencies.
3. Development of a programme to actively promote Harlow businesses to maximise the potential of the 'Harlow Pound'.
4. Creation of a local partnership to maximise the take up of apprenticeship and job placement programmes with the Council playing a leadership role.
5. Ensure young people in Harlow have access to information, advice and opportunities for work and/or training.
6. Identify ways in which existing Council service delivery can be utilised to support Covid recovery measures in the local economy.
7. Supporting communications to local businesses to assist in the prevention of a second wave of infections.

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	Avalability 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
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.	September
		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	October
		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

Workstream: Council Business Impact	Lead Officer: Simon Freeman	Deputy Lead Officer: Simon Hill
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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.

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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

Workstream: HTS	Lead Officer: Andrew Murray	Deputy Lead Officer: John Phillips
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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.

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
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
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