

Appendix 1

Critical Services

As part of businesses continuity planning for COVID-19, services delivered by the council have been assessed to identify those that are most important to continue to delivered, based on the Government Guidance and service statutory requirements, in order to maintain service delivery to vulnerable groups, and maintain the general welfare and health of Brent's communities.

Services have been assessed by reference to the following, which are listed in order of priority:

- a. Impact on People (communities, partners and Council staff)
- b. Legal duties
- c. Financial requirements
- d. The delivery of Council objectives

Priority One Critical Services – will be those that the Council will not accept the risk that these services cannot be provided and its resources will be prioritised on their delivery.

Priority Two Essential Services - will be those in respect of which it would be unacceptable to accept any risk of failure, except where this was necessary to protect the delivery of Category 1 services

Priority Three Important Services - will be those in respect of which it would be unacceptable to accept any risk of failure, except where this was necessary to protect the delivery of Category 1 or 2 services

Priority Four Non-Essential/Critical Services – services that may be reduced or closed or from which resource may be diverted to higher priority service without unacceptable risk.

The outcome of this process is set out below.

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Priority One Critical Services:

Chief Executive's Department							
Legal Services – Children's Social Care Team	1	1	1	1	Child care law and the Council's duties under the Children Act 1989 have not been changed or relaxed under the Coronavirus Act 2020. The Council will require legal advice regarding whether the risk threshold has been met and where necessary, to issue legal proceedings and obtain appropriate care orders and other orders from the court.	Green	1
Transactional Services	1	1	1	1	Both in normal and extraordinary times finance has a key role to play in the delivery of services and in meeting the council's statutory obligations. The services provided are wide ranging including (but is not limited to): budget setting management (all budgets across the council), payroll, payment of suppliers, overseeing collection and allocation of council tax and business rates, overseeing insurance policies and processing insurance claims.	Green	1
Capital, Treasury & Commercial	1	1	1	1		Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Chief Accountant	1	1	1	1	<p>Pension administration. Put simply, it would not be possible for the council to function without the retention of a core finance service.</p> <p>Added to this the finance service is at the forefront of the response to COVID-19. Leading on the arrangements for distributing the council's share of the £1.6 bn COVID-19 emergency fund and implementing procedures to pay suppliers quicker to protect the continuity of services for our residents.</p> <p>Finally, there remains a number of statutory duties that must be fulfilled such that are contained within the LGA and the ACA.</p> <ul style="list-style-type: none"> - the requirement to set an annual budget and council tax (Local Government Finance Act 1992 Section 29) - To keep, prepare and certify accounts (Audit Commission Act 1998 Section 27) - To maintain a system of internal audit and internal control (Accounts and Audit Regulations 2003, SI 2003/533 Regulation 6) - As custodian of large sums of 	Green	1
Finance - Children & Young People	1	1	1	1		Green	1
Finance - Corporate	1	1	1	1		Green	1
Finance - Regeneration & Environment	1	1	1	1		Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Finance - Housing & Community Wellbeing	1	1	1	1	money the council must manage treasury risk in accordance with the regulations specified in the (Local Government Act 2003 and the CIPFA Prudential Code)	Green	1
Corporate Communications	1	2	3	1	Effective Covid 19 communications is vital to the objectives of Gold Group	Green	1
Regeneration & Environment							
Mortuary	1	1	1	1	First point of storage as deceased numbers increase	Amber	1
Funerals and Cemeteries	1	1	1	1	Effective operation necessary to maintain capacity at mortuary storage	Amber	1
Community Safety / ASB	1	2	2	1	Collaborating with the police to resolve local crime and disorder issues.	Green	1
Environmental Enforcement	1	1	2	1	Responds to matter so environmental concern so neighbourhoods are kept clean and safe	Green	1
Parks	1	3	3	1		Green	1
Trading Standards	1	1	3	1	Ensures compliance with latest lockdown regulations	Green	1
Food Health and Safety	1	1	2	1	Ensures proper business practice and regulation	Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Environmental Health Monitoring / Enforcement	1	1	2	1	Ensures proper business practice and regulation	Green	1
Public Safety	2	1	2	1	Ensures matter relating to public safety are resolved quickly to mitigate risks	Green	1
Marsh Road Centre Operation	1	1	1	1	New mortuary facility critical in ensure capacity to deal with excess deaths	Amber	1
Dangerous Structures	1	1	2	1	Maintain health and safety of public	Amber	1
Emergency Planning	1	1	2	1	Essential to coordinating the Council's response to this emergency situation and liaising with key regional partners	Amber	1
Children and Young People							
Localities – Brent Family Front Door	1	1	1	1		Green	1
Localities – Children with Disabilities	1	1	1	1		Green	1
Localities – social work teams.	1	1	1	1	Children in Need, Child Protection and No Recourse to Public Funds	Green	1
Looked After Children and Permanency – Looked After Children	1	1	1	1		Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Looked After Children and Permanency – Care Leavers	1	1	1	1		Green	1
Looked After Children and Permanency - Fostering	1	1	1	1		Green	1
Inclusion – SEND and SENAS	1	1	1	1	Includes Special Education Needs Assessment, Hearing Impairment and Visual Impairment and support for children with autism	Green	1
Inclusion – Virtual School	1	1	1	1		Green	1
Early Help – Accelerated Support Team	1	1	1	1		Green	1
Early Help – Youth Offending Service	1	1	1	1		Green	1
Forward Planning, Performance and Partnerships - Placement Commissioning	1	1	1	1		Green	1
Safeguarding and Quality Assurance – Child Protection	1	1	1	1		Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Advisers including LADO							
Community Wellbeing							
Homelessness services	1	1	2	1	This is a statutory service and even more important as people need to be accommodated during this pandemic.	Green	1
Repairs & Maintenance	2	1	2	1	Ensuring rented homes are kept in good repair, is a statutory requirement for landlords. More so, there are specific repair types identified as urgent and must be attended to within a specified timescale. Additionally, this service is known to be the most important service from the view of our tenants.	Green	1
Fire & Gas Safety Works	1	1	1	1	The Council, as a landlord, has a statutory responsibility to ensure all its dwellings comply with health & safety regulations.	Green	1
Community Learning Disabilities	1	1	1	1	Statutory service to support people with disabilities	Green	1
Mental Health	1	1	1	1	Integrated Team within CNWL to support assessment and ongoing support for people with MH issues	Green	1
Adult Mental Health Professionals (AMHPs)	1	1	1	1	Qualified AMHPs warranted by Brent Council to complete Mental Health Act Assessments.	Green	1

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Safeguarding	1	1	1	1	Core statutory duty	Green	1
Occupational Therapy	1	1	1	1	Core statutory duty	Green	1
Community Review	1	1	1	1	Core statutory duty	Green	1
Older People and Physical Disability - North and South Teams	1	1	1	1	Core statutory duty	Green	1
ASC Duty	1	1	1	1	Core statutory duty	Green	1
Emergency Duty Team	1	1	1	1	Core statutory duty	Green	1
Residential and Nursing	1	1	1	1	Core statutory duty	Green	1
Community and Prevention	1	1	1	1	Core statutory duty	Green	1
Supported Living	1	1	1	1	Core statutory duty	Green	1
Hospital Discharge Team (HDT)	1	1	1	1	Core statutory duty	Green	1
Rehab and Reablement	1	1	1	1	Core statutory duty	Green	1
Direct Services (Tudor Gardens)	1	1	1	1	Residential care home for LD clients	Green	1

Priority Two - Essential Services

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
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Chief Executive's Department							
Legal Services Adult social care	1	2	2	2	<p>- A number of the Council's duties under the Care Act 2014 have been relaxed and been replaced by powers under the Coronavirus Act 2020 for the Council to act within its discretion. This could increase the scope of an increase in legal challenges. The Council will require legal advice to deal with any challenges as to how the Council is exercising its powers under the Care Act, as temporarily amended by the Coronavirus Act 2020.</p> <p>- Issuing and defending Applications to the Court of Protection regarding the care of vulnerable people</p>	Green	2
Legal Services – homelessness advice	2	2	2	2	The Council's homelessness related duties under the Housing Act 1996 as amended have not been changed by the Coronavirus Act 2020. Council will require legal advice to advise on any challenges which the Council faces in seeking to comply with the homelessness legislation.	Green	2
Legal Services Governance	2	2	3	3	Advice on governance and lawful decision-making during COVID -19 crisis	Green	2

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Legal Services – Contracts (support on procurement and grants for COVID-19 response)	2	2	2	3	Advice on legal compliance and risk issues in relation to procurement, contract management and grants for COVID-19 response and arising from the COVID-19 crisis	Green	2
Fraud Investigation and guidance	2	2	2	3	Urgent decision making and payment arrangements create a significant challenge to internal controls and a risk of fraud.	Green	2
HR Support to Schools	2	2	2	4	The team liaise with the DCS and Head teachers providing advice on a range of matter.	Green	2
Recruitment - For critical and key workers	2	2	3	4		Green	2
Occupational Health	1	2	4	4	Focus has shifted to providing advice only related to COVID -19 with regular interaction with DPH.	Green	2
CE's support	2	2	2	2		Amber	2
Executive support team	2	2	2	2	Team supporting the referrals helpline, Members enquiries and ensuring that, eg, Zoom licences are purchased	Amber	2
Governance	2	2	2	2	Governance support for emergency decision and other decision making essential	Amber	2
Third Sector/ Voluntary and	1	4	2	1	Working with VCS organisations to protect vulnerable residents.	Green	2

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Community sector liaison					Also providing grants to organisations which we need to continue administering.		
Prevent	2	4	4	1-2	A community engagement event was scheduled that had to be cancelled in March. Continuing to engage with communities is a vital part of protecting Brent's residents against extremism.	Amber	2-3
Regeneration & Environment							
Pest Control	2	2	2	2	Essential to maintain clean and safe living conditions within the community	Amber	2
CCTV Control Room	1	2	3	1	Supports surveillance, particularly around crime, disorder and compliance with Government's lockdown requirements	Amber	2
Nuisance Control	2	3	3	2	Provides the community with reassurance and support in difficult local situations.	Amber	2
Neighbourhood Management	2	2	2	1	Maintains a regular monitoring of the condition of the local public realm so issues are identified and resolved	Green	2
Neighbourhood Patrols	2	2	2	1	Provides a visible council presence in local neighbourhoods. Reassurance for residents and a response to issues.	Green	2
Highways – Inspectors and	2	2	3	2	Maintains a working road network to minimise disruption to local residents	Green	2

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Network Engineers							
Licensing	2	1	2	2	Ensure proper business practice	Amber	2
Parking Contract Management	2	2	1	2	Ensures orderly parking arrangements are maintained to the convenience of local residents and to keep roads free of congestion	Amber	2
ES&E (business support)	2	4	3	2	Active role supporting business through COVID	Amber	2
ES&E (Brent Works)	2	4	3	2	Active role supporting unemployed	Amber	2
Facilities Management (including AV)	1	2	2	1	Essential to keeping the Civic Centre open, secure and operational, as well as maintaining other Council sites across the Borough that are open / closed.	Amber	2
Health & Safety	2	1	3	2	Essential to coordinating the Council's response to the H&S aspects of this emergency situation and liaising with key partners	Amber	2
Capital Projects – Schools	2	2	2	2	Team dealing with Schools building projects. Projects are starting to be delayed, as contractors cannot get staff to sites.	Amber	2
Capital Projects – Housing	2	2	2	2	Team dealing with Housing building projects. Projects are starting to be	Amber	2

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					delayed, as contractors cannot get staff to sites.		
Children & Young People							
Inclusion Support	2	2	2	2		Green	2
Early Help – children’s centres	2	2	2	2		Green	2
Forward Planning, Performance and Partnerships - Admissions and Performance Teams	2	2	2	2	Coordination of school admissions; statutory performance reporting; providing information on vulnerable children	Green	2
Setting and School Effectiveness	2	2	2	2	Support to schools and settings	Green	2
Safeguarding and Quality Assurance – Learning and Development and Participation	2	2	2	2		Green	2

Priority Three Important Services

Chief Executive’s Department

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Legal Services – Prosecutions (Closure Orders and enforcement of COVID-19 compliance)	3	3	3	3	Regulations have been issued under the Coronavirus Act 2020 regarding health protection and businesses. There are powers in relation to health protection to issue prohibition notices to close businesses, issue fixed penalty notices and issue prosecution proceedings regarding which legal advice and assistance will be required in relation to the exercise of those powers.	Green	3
Legal Services – Contracts (other)	3	3	3	3		Green	3
HR advice to managers	3	3	3	3	There is a range of BAU issues that are still the main focus of SHRAs as well as a number of COVID-19 matters	Green	3
Agency supply	3	3	3	3	Responding to staff shortage. Presently working with the P&V sector to supply care home staff cover.	Green	3
Legal Services – Employment	3	3	4	3	Advice relating to specific COVID related staffing issues	Green	3
Leader & Member Support	3	3	3	3		Green	3
Political group support	3	3	3	3		Green	3
Statutory Boards and Committees	3-4	1-2	4	2	We initially postponed meetings of the below but may need to explore virtual meetings:	Amber	3

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					<ul style="list-style-type: none"> - Scrutiny committees - Health and Wellbeing Board - Safeguarding Adults Board - Multiagency safeguarding Children Forum and Executive Group 		
Customers& Digital							
Transformation (inc. Hubs and website)	3	4	4	2	Higher ratings relate to community hubs service and council website. Other transformation work is non-essential. Some resource has already been diverted e.g. digital transformation to new systems for covid.	Green	3
Customer Access Face to face contact and registrations	3	4	4	2	Face to face contact centre. Registration and nationality	Green	3
Digital Infrastructure	3	3	4	3	Supporting shielding	green	3
ICT Shared Service	3	3	4	3	Network robust and allowing 2000 plus staff work from home	green	3

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Client & Applications	3	3	4	3	Supporting all critical back office systems	green	3
Procurement	4	4	4	3		green	3
Regeneration & Environment							
NRSA Team	3	3	3	3	Maintains a working road network to minimise disruption to local residents	Green	3
Highways – Accident Claims	3	3	3	3	Ensures redress for claimants in accident situations	Green	3
Trees Maintenance	3	3	3	3	Ensures dangerous trees are maintained to protect local residents.	Amber	3
Lighting	3	3	3	3	Effective lighting helps ensure a safe neighbourhood environment	Amber	3
Planning – applications (statutory)	3	3	3	3	Important to support development industry, and the local economy post pandemic	Amber	3
Estates Regeneration	2	4	3	2	On site delivery work has ceased; preparation work continuing	Green	3
ES&E (Brent Start)	2	4	3	3	Building closed but can deliver some remotely	Amber	3
Commercial Property	2	4	1	3	Team dealing with all aspects of the Council's commercial property matters. The key issue here is the rent abatements and the liaison with our tenants.	Green	3

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Residential Property & Acquisitions	2	4	1	3	Team dealing with all the residential acquisitions for; HRA, I4B and the regen schemes. The market has effectively "closed" for a period, so there will be an impact here.	Green	3
Planning Enforcement	3	4	3	2	Protects residential amenity, but long slow process anyway	Green	3
Enforcement in Private Rented Housing	3	2	4	1	The Council has a regulatory responsibility over the private rented sector, and this comes with power to enforce actions that the Council deems necessary to ensure a tenant is living in a safe environment.	Green	3
Children and Young People							
Early Help – Education Welfare	3	3	3	3		Green	3

Priority Four Non-Essential/Critical Services

Chief Executive's Department							
Legal Services – Prosecutions (Other than Closure Orders and enforcement of COVID-19 compliance)	4	4	4	4		Green	4

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Legal Services – Financial Litigation	4	4	3	4		Green	4
Legal Services – Property and Planning	3	4	3	4		Green	4
Legal Services – Housing and Civil Litigation	4	4	4	4		Green	4
Internal Audit	4	3	4	3		Green	4
Non-fraud Investigations	4	4	4	4		Green	4
Recruitment - other	4	4	4	4		Green	4
L&D	4	4	4	4		Green	4
Apprenticeships	4	4	4	3	New recruitment suspended until further notice.	Amber	4
Conference & Events	3	4	4	4	The conference & events team can be redeployed to appropriate roles as necessary. Income is being severely hit though	Green	4
Electoral services team	4	4	4	4	All elections suspended until 2021	Green	4
Complaints & FoI	4	4	4	4	Have communicated that response times may be extended.	Amber	4
Regeneration and Environment							

Service	Impact on People (communities partners and staff) rating 1-4	Legal duties rating 1-4	Financial requirements rating 1-4	Delivery of Council objectives rating 1-4	Comments	Current RAG	Overall rating 1-4
Plan-making (statutory)	4	4	4	4	Imposed delay from lack of an examination date. Work on SPDs can be delayed	Green	4
Land Charges (Statutory)	4	3	4	4	Demand expected to significantly reduce; if backlog builds, this is acceptable risk	Green	4
Regeneration team	4	4	4	4	Long term project work	Green	4
Community Wellbeing							
Direct Services (Day centres)	2	4	4	3	Services closed on government advice	Red	4