



Brent

Cabinet – Supplementary Agenda

Monday 20 April 2020 at 4.00 pm

This will be held as an online virtual meeting.

To view this meeting live please access the webcast via the following link: [Live Streaming](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
McLennan (Vice-Chair)	Deputy Leader of the Council and Lead Member for Resources
Agha	Lead Member for Schools, Employment and Skills
Farah	Lead Member for Adult Social Care
Hirani	Lead Member for Public Health, Culture & Leisure
Miller	Lead Member for Community Safety and Engagement
M Patel	Lead Member for Children's Safeguarding, Early Help and Social Care
Krupa Sheth	Lead Member for Environment
Southwood	Lead Member for Housing & Welfare Reform
Tatler	Lead Member for Regeneration, Property & Planning

For further information contact: James Kinsella, Governance Manager, Tel:020 8937 2063; Email: james.kinsella@brent.gov.uk

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The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

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In accordance with the provisions outlined in the Council's Access to Information Rules and Standing Order 60 the Leader of the Council has agreed to the following report being considered by Cabinet as an urgent item:

Emergency Planning response to COVID-19

This report provides Cabinet with a summary, for information, of the work that has been undertaken since Emergency planning and GOLD arrangements were stood up in the Council as a result of the pandemic flu virus COVID-19. Members are asked to note that the report is also due to be considered by the Audit & Standards Advisory Committee.

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 <p>Brent</p>	<p>Cabinet 20 April 2020 Audit and Standards Advisory Committee 5 May 2020</p>
	<p>Report from the Chief Executive</p>
<p>Emergency Planning Response to COVID-19</p>	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	3 Appendix 1 Schedule of service changes – Decisions Appendix 2 List of critical services Appendix 3 Financial Pressures
Background Papers:	0
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Chief Executive’s Office Chief.executive@brent.gov.uk 0208 937 1007

1.0 Purpose of the Report

1.1 To inform Cabinet and the Audit and Standards Advisory Committee and the Audit Committee of the work that has been undertaken since Emergency planning and GOLD arrangements were stood up in the Council as a result of the pandemic flu virus COVID-19.

2.0 Recommendation(s)

2.1 That the Audit and Standards Advisory Committee comment upon the arrangements put in place, assure themselves that the governance is appropriate and that the decisions that are being made are sufficiently responsive.

2.2 That members of the Audit and Standards Advisory Committee consider the resource implications of the actions taken by the Council in response to the pandemic COVID-19.

3.0 Detail

- 3.1 The Council stood up its GOLD emergency planning response on 16 March 2020. This is covered under the Civil Contingencies Act 2004 and effectively means that emergency decisions can be made by the Chief Executive pursuant to the following provisions in Part 3 Paragraph 9.3.2. of the Constitution:
- “Exceptionally,.....notwithstanding anything in this Constitution, the Chief Executive shall be authorised to exercise either executive or non-executive functions where the matter is urgent unless this is prohibited by law.”*
- 3.2 The current situation in respect of the Coronavirus: COVID 19 is an exceptional circumstance. The decisions considered urgent in the current circumstances are because they concern actions taken during the current crisis due to extreme urgency and often in response to specific Government direction and guidance.
- 3.3 The meeting of GOLD has met daily throughout the period from that first date to the present. It is attended by all Strategic Directors or their substitute, HR, the Director of Public Health, Communications, Emergency Planning and the Operational Director for Customer Services. It is chaired by the Chief Executive or her deputy if she is working remotely.
- 3.4 Once an Emergency is declared then powers are automatically available to the Chief Executive to make urgent decisions. Officers continue to make decisions under their delegated powers but in view of the urgency of the situation some of these decisions have to be taken at speed and sometimes without the degree of consultation and debate that is usually considered desirable, because it is not currently practicable. A list of all such decisions is attached at Appendix 1 to this report. A process to enable the formal noting and agreeing of these decisions by the Chief Executive pursuant to a published report is under way and should be completed shortly.
- 3.5 The council’s initial response was to follow government guidance with regard to the scientific evidence and whilst services were reduced and increasing numbers of staff were working from home we did not shut down all services until the government instituted the lockdown on 23 March 2020.
- 3.6 Since that point the council has changed its modus operandi to one where staff are based at home working remotely and has retrenched to what we term critical services. The categorisation of critical services is attached at Appendix 2.
- 3.7 Members will see that much ‘Business As Usual’ (BAU) is happening from this list but many services by the nature of the public interface were closed down eg. Libraries and sports centres, recycling centre. Some services have been projected into greater prominence as a result of the shutdown, for example registrations, mortuaries.
- 3.8 The government awarded the council – £9.3m to cover additional expenditure as a result of the virus though there have been some conflicting messages from central government as to whether this was just for social care or for other areas of expenditure. It is clear however that this grant is not ringfenced and accordingly the council has worked on the basis that this covers all additional areas of expenditure. The Director of Finance report to Brent GOLD and Cabinet members on this matter is attached at Appendix 3. An additional £1.6bn

was announced for local councils by the government over the weekend of 18 April, but no specific allocation has been provided to Brent as of yet.

3.9 You will note the serious concern in relation to loss of income as a result of this outbreak which is currently estimated at over £11m and also our inability to

achieve the whole year of savings for 20/21. We do not as yet know whether Government will compensate local authorities fully. We will report regularly to members on this issue through the web cast meetings and Cabinet more broadly.

3.10 The main areas of heightened activity have been:

- Adult Social Care – ensuring hospital discharges happen quickly, supporting care homes and domiciliary care, getting PPE to carers and front line staff, testing of front line staff will be a future challenge;
- Regeneration and Environment – building additional mortuary capacity and working with funeral directors to ensure funerals happen as quickly as possible, enforcement of social distancing in parks and open spaces and high streets along with the effective monitoring of which shops should and should not be open, keeping the bins emptied given much higher levels of domestic waste;
- Customer and Digital Services – including the redeployment of staff to ensure that increased benefits and council tax enquiries are efficiently expedited and all calls answered, contacting all 4000 +NHS shielded residents and others referred to us as vulnerable and providing food and now medicines to those who are in need, Our ICT has coped exceptionally well with so much remote working;
- Finance – working on small grants to businesses and business rates relief and now sorting out how we will get ourselves back onto a sustainable financial footing;
- Assistant Chief Executive - have worked with the voluntary and community sector to provide support and indeed food and transport to foodbanks, to support the VCS in providing advice and support to residents and communications have constantly been responded to media enquiries and ensuring information is given to residents in the Borough through the web and other social media channels;
- Housing – have ensured that rough sleepers have been accommodated and provided additional accommodation for those that are in danger of becoming rough sleepers; emergency repairs have continued;
- Children and Young People have had to work very closely with schools in the borough to support with PPE and provide guidance and help co-ordinate in relation to the childcare commitment for key workers, accordingly schools have remained open in Brent including over the Easter holidays; and
- Human Resources information has constantly needed to be updated and sent to staff and as highlighted elsewhere on the Audit Committee's agenda we have needed to ensure that we are alert to any potential for fraud as a result of monies being distributed in response to COVID-19.

3.11 London wide arrangements have been in place throughout. The London Resilience forum was stood up and a Strategic Co-ordination Group has overseen the response of all our partners, NHS, PHE, Police, Fire, GLA, central

government. The Chair of the SCG was given powers by the government to direct public services throughout this crisis and every day we are duty bound to return a situation report to them outlining the resilience of all our critical services. They have also provided direction in relation to issues such as

shielding, PPE, testing, enforcement of social distancing and we have followed instruction where relevant.

- 3.12 The role of London Local Authority Gold throughout most of this period has been undertaken by Martin Esom, the Chief Executive of Waltham Forest. This has been executed by way of a sub-regional structure with Brent being in the West London sub-region along with Harrow, Hillingdon, Ealing, Hounslow and Hammersmith of Fulham. The sub regional response has been co-ordinated through Brent ie myself. This has ensured that all 6 local authorities have acted as much as possible in unison providing a uniformity of response where appropriate so that residents of different boroughs are not receiving wildly different levels of service. This structure has (in my opinion) worked much better than a whole London co-ordination which can quickly become unwieldy. Much of our response to adult social care has been done through our STP area which includes all 6 authorities along with Kensington and Chelsea and Westminster and has worked very well to date. However, what this governance demonstrates is that decision-making in relation to the emergency is largely taken at a London wide level, in consultation with all partners and government and that this is adapted operationally at an individual London Borough level.
- 3.13 Accordingly we have sought to provide weekly Member web cast briefings with questions and answers. Many Councillors have kept in touch through email and phone additional to the weekly webcast briefings and the very regular email briefings. Since the government changed legislation to enable virtual council meetings we are seeking to restore essential political decision making in this way with the cabinet meeting on 20th April being the first such meeting.
- 3.14 Staff have also been regularly briefed through their own line management, through weekly video messages from myself and last week we undertook a webcast question and answer session with colleagues.

4.0 Recovery

- 4.1 Whilst we know that the lockdown will continue for at least a further three weeks (and for those being shielded for at least another 9 weeks) the council is now operating stably in the "new normal". It is therefore very important that we consider the various options open to the council once a lockdown (either partial or total) takes place. Recovery planning will need to cover both internal i.e. council and external i.e. community recovery and will probably have to be done in a phased way. It will be very important to ensure that all councillors and all staff are involved in this discussion as we move forward. At present we are working on the basis of 'retain', 'reinvent' and 'restore'. It means that there are elements of what has happened in the past two months that we may prefer and wish to retain e.g. even more flexible working that is currently the case, quicker decision making and more generic roles for some officers, less traffic on the road and improved air quality, a stronger sense of communities looking after each other; some other area where we have to put things back in place as

before but that we now know we can do them differently and better so we reinvent and to restore those areas of work that we have to in the way that they were done before.

4.2 Councillors will need to let me know how they wish their involvement in Recovery to be undertaken.

5.0 Financial Implications

5.1 The financial implications to this report are set out within appendix 3.

6.0 Legal Implications

6.1 The Civil Contingencies Act establishes a new legislative framework for civil protection in the United Kingdom. It imposes a clear set of roles and responsibilities on those organisations with a role to play in preparing for and responding to emergencies. Local authorities are a Category 1 responder under the Act, and have a key role to play in respect in discharging their duties in the legislation.

6.2 The Act, and accompanying Regulations and guidance, delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty first century. The Act is separated into two parts: local arrangements for civil protection (Part 1) and emergency powers (Part 2).

6.3 Part 1 of the Act, the supporting Regulations and statutory guidance *Emergency Preparedness*, establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. Local responders are divided into two categories, with a different set of duties applying to each.

6.4 Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities, NHS bodies). Category 1 responders are subject to the full set of civil protection duties. These include:

- assessing the risk of emergencies occurring and use this to inform contingency planning in the form of a Community Risk Register;
- Put in place emergency plans;
- Create business continuity plans to ensure that they can continue to exercise critical functions in the event of an emergency;
- Make information available to the public about civil protection matters, and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance coordination and efficiency;
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

6.5 Category 2 responders are required to co-operate and share information with other Category 1 and 2 responders to ensure that they are well integrated within wider emergency planning frameworks, and contribute their expertise on risks and essential services in the form of the Local Resilience Forums.

- 6.6 As indicated in the body of the report, the Chief Executive can exercise urgent powers pursuant to the following provisions in Part 3 Paragraph 9.3.2. of the Constitution in an emergency such as the current crisis’.

7.0 Equality Implications

- 7.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 7.3 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 7.4 Due to the urgency of the situation, formal assessments were not undertaken, in respect of the decisions in Appendix 2. Such formal assessments are not a requirement of the duty. Importantly, an underlying purpose of the decisions was regard to the protection of those with protected characteristics, i.e. those over 70 and those with underlying health issues by restricting the potential spread of the virus.
- 7.5 It is clear that the suspension of certain services, and deprioritisation of others, will affect other protected groups, e.g. the closure of playgrounds will disproportionately impact on children and young people. However, the Council’s primary consideration of protecting vulnerable groups (based on public health advice and guidance and government directions and guidance) were and are considered to outweigh any other adverse impacts on other protected groups.
- 7.6 Where possible services have identified actions to mitigate the impact of the decisions, e.g. moving to an online service where possible. The equalities impact of the decisions will be kept under review.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 There may conceivably be exceptional cases where public consultation becomes possible notwithstanding the COVID-19 crisis. However, it is not considered in the circumstances that non-statutory public consultation is a

viable or reasonable option for the Council in taking the decisions which are the subject of this report, even if at other times it would have considered consultation with the public and / or stakeholders affected by the decision.

8.2 The Council will make reasonable efforts to communicate with and take on board the views of service users affected by decisions and informing residents and stakeholders about decisions as quickly as possible about any changes to service provision. Where appropriate and reasonably practicable, changes to the Council's decisions will be made following responses from service users and others.

9.0 Human Resources/Property/Environmental Sustainability Implications (if appropriate)

9.1 Covered within paragraph 3.10 of the report.

Report sign off:

CAROLYN DOWNS
Chief Executive

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Appendix 1

Schedule of Service Changes/decisions

Department	Service	Decision to close / reduce: rationale	Decision taken by: officer with delegated authority (including Gold)	Equalities consideration	Consultation undertaken, including with Cabinet member
Legal, HR, Audit & Investigations	All	No decisions made			
Finance	Finance	No decisions made			
Assistant Chief Executive (ACE)	Strategy & Partnerships (Brent Connects)	Decision taken to cancel all Brent Connects events in March/April cycle. This decision may apply for the next cycle of meetings in which case we may need to consider how we continue our work to consult and involve residents in council decision- making.	Assistant Chief Executive	Brent Connects is a key way to connect with residents and provide them with updates on upcoming council priorities. Cancelling events means/ runs the risk of some residents who engage at these events and do not use technology to engage such as the elderly or people with learning disabilities.	Cabinet Member

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Customer and Digital Services (CDS)	ICT Shared Service	No decisions made			
	Client & Applications	No decisions made			

	Transformation	Closure of community hubs F2F service. Decision taken in conjunction with libraries and customer services in response to govt position and Gold decision to close council buildings.	Director of CDS.	Hubs are continuing to provide a phone service to meet the needs of vulnerable customers.	Consultation with VCS partners. Cabinet member informed.
	Procurement	No decisions made			
	Customer Access	Closure of face-to-face customer services in response to govt position and Gold decision to close council buildings. Decision to close face to face registration and nationality service in line with changes to government legislation In response to guidance from GLRO and Govt legislation	Director of Customer Access in consultation with the Chief Executive Gold strategic Group	Customer services staff have been redeployed to contact centre and are handling switchboard and benefits related calls. All registration requests now being carried out over the phone	Consultation with Leader of the Council and Deputy Leader

Regeneration and Environment	Burials	Reduced burial slots at other cemeteries to free up staff to relocate to Carpenders Park	Operational Director Environment Services Gold strategic Group	Reduced options for all customers	Consultation with Leader of the Council & with the relevant Cabinet Member
	Grounds Maintenance	Reduction in maintenance operations to allow staff to transfer to Carpenders Park Cemetery for burials work.	Operational Director Environment Services Gold strategic Group	None	Consultation with Leader of the Council & with the relevant Cabinet Member

Page 11	Grounds Maintenance	More focused operation, less frequent verge cutting and an increase in KOT for grass length from 100cm to 150cm	Operational Director Environment Services GOLD	None	Lead Member Leader
	Brent Start	Building closed to staff and learners as instructed by government in line with guidance received on schools closures	Operational Director, Regeneration, Growth & Employment	On line learning and support still available	No
	Brent Works	No face to face meetings to avoid contact in line with guidance for all LBB staff	Operational Director, Regeneration, Growth & Employment	Phone and online support still available	No
	Community Safety & Public Protection (CCTV)	Reduction in operating hours in line with staff availability	Operational Director Environment Services Gold strategic Group	None	with the relevant Cabinet Member
	Pest Control	Reduce by supplying customers with DIY kits. Avoids staff contact with customers in own homes. In line with guidance on social distancing.	Operational Director Environment Services	Requires customers to be proficient at administering content of the kit	None
	Highways	Footway renewal operation stopped as deemed non-essential and required close contact gang-work. In line with guidance on social distancing.	Operational Director Environment Services Gold strategic Group	None	Consultation with Leader of the Council & with the relevant Cabinet Member
	Street Lighting	Dimming to British Standard on all residential streets.	Operational Director Environment Services Gold strategic	Reduced lighting may impact on residents/motorists	Consultation with Leader of the Council & with the relevant Cabinet Member

			Group		
	Property & Assets; (Community Infrastructure Levy (CIL)/S106 obligations)	Agreement to 3 month deferred payments for CIL where asked and where construction activity has paused on sites. Review each case at 3 month point. S106 obligations – review on case by case basis and response agreed by Head of Service	Operational Director Environment Services GOLD 07/04/2020	None	Yes (via sitrep) with the relevant Cabinet Member
	Property & Assets; Environment	Decision to open a Mortuary at Marsh Road pursuant to the The Town and Country Planning (General Permitted Development) (England) (Amendment)) Order 2020	Operational Director Environment Services & Operational Director Property and Assets	None	with the relevant Cabinet Member
Page 12	Public Realm	Harlesden Town Gardens is a small pocket park off Craven Park Avenue, Harlesden. Due to high levels of non-compliance and the aggressive nature of individuals resisting social distancing requirements, the park is requested to be locked altogether to secure public safety	Operational Director Environment Services GOLD 11/04/2020	None	with the relevant Cabinet Member

Children and Young People	Children's Centres	Of the 17 children's centres in Brent, 14 are leased to and run by Barnardo's. Barnardo's made a decision to close these centres, with a very limited, appointment only midwifery offer remaining available from 3 of the Barnardo's run centres. The remaining three Brent run centres continue to provide nursery provision, but consolidated on two sites.	Barnardo's Friday 27 th March 2020	Families are being contacted and offered telephone based support and advice and access to the Council's emergency assistance programme where necessary	Cabinet Member informed of Barnardo's decision.
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	Short Breaks Centre	Vast majority of families informed the SBC they did not want to take up their respite care offer, based on PHE advice and added vulnerabilities of their children (disabled children). Decision made to close the centre.	Operational Director, CYP in consultation with Strategic Director Date of decision Monday 30th March.	CWD 0-25 service supporting families with additional care packages and co-ordinating support from schools and settings to assist parents in care for their children.	Cabinet Member informed. Parents were consulted with prior to closure – decision based on majority of parental preference not to use the centre under current advice.
	Roundwood Youth Centre	Decision to close taken based on Public Health England (PHE) advice and need for social distancing. Also given that all schools and settings were closed for universal provision it was determined that continuing to open the youth centre, offering universal provision, would run counter to national guidance.	Operational Director, CYP in consultation with Strategic Director Date of decision: Monday 23rd March.	Young Brent Foundation website and the Brent Youth Zone website offer online activities for young people.	Cabinet Member informed. All service users informed at the point of service closure.
	Freeman Family Centre	Barnardo's have made a decision to reduce service, running a very limited appointment only service for the most important contact cases that are court directed.	Barnardo's Date of decision: Wednesday 1 st April.	Alternative contact is supported through phone and video calls to parents – brokered by the contact service within LAC/Permanency.	Cabinet Member informed. All families have been contacted and are aware of new arrangements.
	Wembley Learning Zone	Decision to close Wembley Stadium made by Wembley Stadium	Wembley Stadium / Football Association Date of decision: 21/3/20		Cabinet Member has been kept informed.
	Brent Music Service	Service offer has moved to being predominantly online at the time of school closures.	Operational Director, CYP Date of decision Monday 23/3/20	Consultation with schools has informed the development of an alternative online offer	Decisions on provision informed by consultation with schools.

					Cabinet Member has been kept informed
	Gordon Brown Centre	The Gordon Brown Centre is closed for all activities in line with school closures. A leadership rota and staff rota is in place to ensure the care and safety of the animals and livestock on site.	Operational Director, CYP Date of decision: 21/3/20	As a fully traded service, the centre manager has engaged with all schools who have made bookings	Decisions on provision informed by consultation with schools. Cabinet Member has been kept informed

Page 14	Community Well-being	Libraries	Decision to reduce opening hours (all libraries to close at 6pm, only Wembley to open at weekends). Taken 18/3/20 with effect from 19/3/20. Rationale: response to staff absences	Director of Public Health (DPH) in consultation with CE, SD		With Lead Member
			Decision to close all libraries following Prime Minister's announcement Mitigation: extension of loan and reservation period. Expansion of online offer	CE in consultation with Leader Taken 20/03/2020		With Lead Member
		Repairs and heating/hot water breakdowns	Prioritising emergencies and urgent work to limit social contact. Risk assessments and methodologies produced by contractors.	Gold strategic Group	Considering vulnerabilities and how specific repairs might be urgent or emergencies for different members of our community.	Cabinet Member has been kept informed
		Voids and Lettings	Remaining void works being delivered (some materials unavailable) ready for letting when Govt. instruction lifted. Otherwise, Lettings are suspended. Risk assessments and methodologies produced by contractors. In response to Central Government direction	Operational Director of Housing	None	Cabinet Member has been kept informed

	Repairs and gas surveys	Urgent and emergency issues being attended to only, to limit social contact. Remote inspections via photo and discussions with residents by phone to diagnose and limit contact. In response to Central Government direction	Gold strategic Group	Considering vulnerabilities and how specific repairs might be urgent or emergency for different members of our community.	Cabinet Member has been kept informed
	Lift, water and fire equipment servicing and repair	All works to proceed with respect to government instruction on social distancing and resident preferences. Risk assessments and methodologies produced by contractors.	Gold strategic Group	None	Cabinet Member has been kept informed
	Fire and gas safety works.	All works to proceed with respect to government instruction on social distancing and resident preferences. . Risk assessments and methodologies produced by contractors.	Gold strategic Group	None	Cabinet Member has been kept informed
	Housing Management: Evictions	No eviction action will take place during the period of partial lockdown. In response to Central Government direction	Operational Director of Housing	None	Cabinet Member has been kept informed
	Rent arrears	No arrears letters will be sent to households, phone calls will be made to better understand the individual households circumstances and advice provided based on Government support specific to Covid-19	Operational Director of Housing	None	Cabinet Member has been kept informed
	Estate Caretaking Deep Cleaning and Window Cleaning programme halted	Staffing levels due to sickness and shielding means, we have halted the deep cleaning and window-cleaning programme so that we can create capacity within the service.	Operational Director of Housing	None	Cabinet Member has been kept informed
	Decants	All non-urgent decants have been postponed Government advice – not to move	Operational Director of Housing	None	Cabinet Member has been kept informed
	Right to Buy process	RTB Process has been impacted as external valuer is not valuing properties. The service is unable to process any new applications but is	Operational Director of Housing	None	Cabinet Member has been kept informed

		proceeding with those where valuations have already been carried out.			
	Estate inspection programme.	Not taking place but there is a significant decrease in communal area related issues due to partial lockdown.	Operational Director of Housing	None	Cabinet Member has been kept informed
	Private Housing Services	As recommended by MHCLG the PRS Enforcement policy has been updated during the C-10 outbreak. It sets out the approach we will take with regards to enforcement that makes sure that tenants are kept safe and landlords are supported wherever possible. All pro-active inspections have stopped and will now only carry out enforcement in emergencies and cases where there is no other alternative.	Operational Director of Housing	None	Cabinet Member has been kept informed
Page 16	Housing Supply & Partnerships (development programme)	A number of building developments have ceased on-site operations at the instigation of the contractor whilst others continue at this time. Current government advice is being followed in relation to construction projects.	Operational Director of Housing	None	Cabinet Member has been kept informed
	Housing Supply & Partnerships (PFI/PPP contracts)	Routine monitoring of the contracts has ceased (site visits) however the Contract Officer continues to maintain contact with the provider and is involved in the resolution of emergencies such as rehousing following fires and other major events etc.	Operational Director of Housing	None	Cabinet Member has been kept informed
	Housing Needs	Threshold reduced on duty to secure emergency accommodation for homeless people. Specifically the Eligibility and Priority Needs Test in homelessness legislation. Based on Government advice to prevent rough sleeping.	Operational Director of Housing	Positive impact	Cabinet Member has been kept informed
	Housing Needs	Ceased all face-to-face assessments. Homelessness applications are being assessed successfully over the telephone and through CRM. A skeleton staff is present at the Civic Centre on a daily basis to deal with	Operational Director of Housing	Positive impact	Cabinet Member has been kept informed

		emergency homeless applications, where the household cannot access a computer or telephone			
	Housing Needs	Ceased termination of Temporary Accommodation, following a negative decision being upheld on review. To follow the guidance on evictions.	Operational Director of Housing	Positive impact	Cabinet Member has been kept informed
	Housing Needs	Ceased sign ups into social housing. All adverts, shortlisting and viewings have been suspended.	Operational Director of Housing	Positive impact	Cabinet Member has been kept informed
Page 17	Bridge Park Community Leisure Centre (BPCLC)	Decision to close following PM's announcement that gyms would be closed	CE in consultation with Leader Taken 20/03/20		With Lead Member only
	Commissioned substance misuse services	Clinically led, risk assessed and agreed new service model introduced from 16/03/20	Provider		With Lead Member only
	Sexual Health Services	London Sexual Health Programme supported professional bodies (BASHH and FSRH) to produce a consensus statement on prioritisation of sexual health services during COVID.	Provider with regard to BASHH / FSRH consensus statement Agreed 20/03/20	Explicit attention to those with greatest sexual health needs: in terms of protected characteristics this is MSM, some BAME groups and younger people	With Lead Member only
	Sexual health Services	Expansion of on line Sexual Health London (SHL) service to allow more users to test on line and access treatment. To support reduction in clinic capacity 26/03/20	Chair of Strategic Board		With Lead Member only
	0-19 service	Prioritisation of services in line with NHSE requirements. Formal communication 20/03/20	NHSE		Communication with Lead Member
	Adult Social Care	Closure of two council run day centres – one relating to meeting moderate needs relating to social interaction including older people and those with mental health issues and one for persons with high level learning disability and autism needs. Day centres were closed on public health and protection grounds after consideration of Public Health England and	Operational Director of Adult Social Care on 27 th March	Families are being contacted and offered telephone based support and advice and access to the Council's emergency assistance programme where necessary. Risk based reviews have been	Decision escalated to Gold command for approval prior to being enacted and Cabinet Member has been kept informed

		Government advice arising from the Covid-19 pandemic that such day centres should be closed during the lockdown period.		completed for all day centre clients currently at home, and contact is made according to the risk assessment (daily, weekly or monthly as risk demands)	
Page 18	Adult Social Care – care provision	Most Care Act assessments are carried out over the telephone. Only urgent face to face Care Act assessments and visits take place following a risk assessment. To date, no policy decisions have been made regarding the easements to the Care Act 2014 following the introduction of the Coronavirus Act 2020 or to streamline services in this regard and at present, decisions under the Care Act regarding the level of service provision to individual service users under the Care Act will be carried out on a case by case basis. At present, the changes made are to how the service is provided regarding changes in the level of service provided.	Operational Director of Adult Social Care	This affects all client groups. Assessments are still being carried out, though mostly not face to face but by telephone and consideration of documentation.	Cabinet Member has been kept informed
	Adult Social Care – mental capacity	Most of the assessments relating to mental capacity (Mental Capacity Act 2005) and Deprivation of Liberty Safeguards (DOLS) are taking place over the telephone and other media, including consideration of documentation, without a face to face assessment. Only urgent face to face assessments and visits take place following a risk assessment. Government guidance has been issued regarding assessments of mental capacity and DOLS as a result of the Covid-19 pandemic though the legislation has not changed. At present, the changes made are to how the service is provided regarding changes in the level.	Operation Director of Adult Social Care	This affects all client groups. Assessments are still being carried out, though mostly not face to face but by telephone and consideration of documentation.	Cabinet Member has been kept informed

	<p>Adult Social Care – mental health</p>	<p>Assessments relating to mental health (Mental Health Act 1983 – “MHA”) are taking place in person as any MHA is urgent. Assessments take place following a risk assessment, but this is standard practice, and most MHA are undertaken out of hours. The Coronavirus Act 2020 has made some temporary modifications and easements to the Mental Health Act 1983. At present, there have been no changes made to the provision of MHA services.</p>	<p>Operation Director of Adult Social Care</p>	<p>This affects all client groups. Assessments are still being carried out as it is not possible to undertake the majority of MHA without a face to face assessment.</p>	<p>Cabinet Member has been kept informed</p>
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Appendix 2

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	Pension administration. Put simply, it would not be possible for the council to function without the retention of a core finance service. 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. Finally, there remains a number of statutory duties that must be fulfilled such that are contained within the LGA and the ACA. - 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
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
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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
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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	- 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. - Issuing and defending Applications to the Court of Protection regarding the care of vulnerable people	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
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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
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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

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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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

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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					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
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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

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
					<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

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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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
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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
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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 & Fol	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

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Appendix 3

April 2020 COVID-19 Finance Update

1.0 Purpose of the Report

- 1.1 This report brings together the councils initial estimate of the financial impact, based on current information, of the COVID-19 outbreak. The estimates within this paper are based on a baseline assumption that the lockdown protocols will last three months and a further three months will be required to return to a form of normality.
- 1.2 In response to the outbreak, the government has been making daily announcements and more understanding of the potential impact of COVID-19 on local government finances is emerging. In addition, a COVID-19 tracker is being maintained of all additional expenditure, as well as loss of income and the impact on the delivery of savings, across the Council.

2.0 Recommendation(s)

- 2.1 For the Audit and Standards Committee to note the information within this appendix.

3.0 COVID-19 Emergency Funding

- 3.1 The table below summaries the measures announced as of 14 April 2020, based on current information.
- 3.2 An additional £1.6bn was announced for local councils by the government over the weekend of 18 April, but no specific allocation has been provided to Brent as of yet.

Table 1

Measure announced	Amount for Brent (£m)	Further detail
Additional Funding		
Share of £500m Hardship fund	£3.9	It is not clear if this grant will be subject to clawback, however the Government's expectation is that all recipients of working age council tax support will receive a further reduction of £150. Currently there are 18,280 recipients and this is expected to increase as applications of Universal Credit increase nationally.

		Currently awaiting further government guidance before re-billing can occur.
Share of £1.6b allocated from £5b Coronavirus Response fund	£9.3	This grant is not ring fenced and is intended to help address the pressures across all the services the council provides.
Business Rates Additional Discounts		
100% Expanded Business Rates Retail Relief regardless of rateable value	£53.6m	Brent, like all Local Authorities, will be fully compensated for these reliefs.
Grants to Businesses		
£10k for small businesses	£64.4	£12.3b was paid out nationally on 1 April 2020. There are no workings provided for the amount received and it is a payment on account, i.e. as authorities will be funded on outturn costs, to be confirmed in the future, with weekly monitoring required to pick up additional funding needs. Payment of grants commenced on 3 April 2020.
£25k for retail, hospitality, leisure, estate agents, lettings agencies and bingo halls		

4.0 Summary of key financial challenges

- 4.1 As a result of these extraordinary circumstances, it is expected that departments, in particular Regeneration & Environment, will experience income and expenditure pressures over and above that which their current budgets are based upon, which were agreed by Council in February 2020. The magnitude of these expenditure pressures will depend on the severity of the pandemic and how long the pandemic lasts.
- 4.2 A tracker has been created to record these additional pressures, which includes additional expenditure pressures, loss of income, impact on savings and capital programmes and treasury management issues. The table below provides a summary of the expected loss of income and costs to the council as a result of COVID-19, assuming that the current social distancing measures are in place for three months and that the financial impact is experienced for an additional three months to 30 September 2020. This is a first round of data gathering and there are significant uncertainties and some gaps in the estimates. Therefore, figures are likely to change over time as data is refreshed.

Table 2

Directorate	19/20 Impact (£m)	20/21 One-off/3 month lockdown impact to 30 Jun 20 (£m)	20/21 Additional cost if extended till 30 Sep 20 (£m)	Total impact (£m)
General fund				
Assistant Chief Executive	0.0	0.4	0.1	0.5
Children and Young People	0.0	1.4	1.6	3.1
Community and Wellbeing	0.3	3.7	3.5	7.5
Customer and Digital Services	0.0	6.1	2.3	8.4
Regeneration and Environment	0.1	6.4	5.5	12.1
Sub total	0.5	18.1	13.1	31.7
DSG	0.0	0.2	0.1	0.3
HRA	0.0	1.6	1.8	3.4
Total	0.5	19.9	15.0	35.4

4.3 Total additional spend to date (17th April) on Covid -19 response stands at £1.568m with a forecast of this increasing to £2.204m by the end of April. This The monthly ongoing costs at £0.982m with are current level of intervention.

Item	Spend to 17th April £m's	Forecast to end of April £m's	Additional Month cost £m's
Purchase of PPE for providers and staff	0.5	0.7	0.3
Equipping Peel Road step down facility for clients discharged from hospital and care contract for operating company	0.03	0.04	0.07
Paying for Agency staff to assist Homecare providers	0.007	0.014	0.028
Emergency Accommodation for Rough Sleepers and Homeless	0.175	0.288	0.229
Overflow mortuary	0.32	0.54	0.22
Veolia (Additional agency costs)	0.067	0.112	0.09
Additional staffing hours - Customer Access	0.013	0.018	0.01
Other IT related expenditure for Distance working	0.44	0.45	0
Shielding	0.016	0.042	0.035
Total	1.568	2.204	0.982

5.0 Impact on 2020/21 savings and MTFs

- 5.1 The budget agreed by Council in February 2020 included savings of £7.4m in 2020/21, in order to deliver a balanced budget. Assuming the baseline assumption that the lockdown protocols will last three months and a further three months will be required to return to a form of normality, the impact on the savings planned for delivery in 2020/21 have been reviewed.
- 5.2 Overall, the analysis above shows that of the £7.4m planned savings in 20/21, £1.6m have already been delivered (either delivered early or not affected by the impact of COVID-19), £2.9m are at risk of not being delivered and £2.9m will not be delivered in 20/21.
- 5.3 Further analysis will need to be conducted to understand whether (i) the savings at risk will not be delivered at all, (ii) the savings at risk will be delivered but there may be some degree of slippage and/or (iii) mitigating actions can be implemented in the short term. An initial analysis is described in the following paragraphs.

Community Wellbeing

- 5.4 A total of £4.2m savings were planned from the CWB department budgets, but £2m of these relate to the ongoing NAIL programme and were already re-profiled to the 2021/22 financial year, with reserves being used in 2020/21. In terms of those savings at risk, COVID-19 has impacted some of the budgeted measures as officers have delayed recommissioning of homecare and day care provision in order to focus on the emergency response. The opening of the Family Wellbeing centres is delayed to December 2020 so the public health recommissioning savings are also rated at risk. No significant financial savings are expected from these measures in 2020/21, creating a pressure of £0.8m.

Children & Young People

- 5.6 There are two savings targets to be delivered by the CYP department in 2020/21 and due to the impact of the COVID-19 pandemic, there will be slippage in delivery of these savings. The targets include £1.49m to develop family hubs from children's centres renamed Family Wellbeing Centres (FWC). It was expected that this savings target will slip, as the existing contracts supporting the current arrangement in place were due to expire in August 2020 with a go live date of September 2020 for the new FWCs. However, due to the COVID-19 pandemic, the contracts will be extended for a further three months with the expectation of a revised go-live date of December 2020.
- 5.7 The other savings target in CYP of £0.1m relates to developing a shared fostering service with three other West London Alliance (WLA) boroughs, resulting in staffing efficiencies. In 2019/20, a grant of £0.1m seed funding was awarded to the WLA with Brent being the lead authority to create a West London fostering agency. A business case was developed for submission to

the DfE for further seed funding allowing creation of the joint fostering service but due to the pandemic, the DfE has suspended activity on this until further notice.

Regeneration & Environment

- 5.8 A total of £0.8m in savings was expected to be delivered by the R&E department in 2020/21. Of the five savings identified, two are still on track to be delivered and are rated green. The service is still able to deliver £0.5m of savings by dimming street lights and achieving staffing efficiencies. These savings are not impacted as a result of the COVID-19 outbreak as the Council is still able to adjust LED lighting output to reduce energy costs and carbon emissions.
- 5.9 The remaining three savings amounting to £0.3m relate to income generation and have been rated at risk as the ability to achieve them has been affected by the government's social distancing measures. Both, commercial rental income and building control income generation is expected to be severely affected due to this. In addition, activity in Wembley is unlikely to increase which will have a negative impact on the ability to attain a rise in licencing income due to the same reason.

Customer & Digital Services and Assistant Chief Executive

- 5.10 At this stage, it is assumed that all of the savings in CDS and ACE will be delivered.

Summary

- 5.11 Further analysis will be conducted and reported alongside the existing budget monitoring regime, which is due to begin in May 2020. However, an initial analysis suggests that most of the savings at risk will be subject to some degree of slippage, rather than not being delivered at all. As mentioned in section five of this report, where there is delay in the delivery of 2020/21 savings and mitigating actions are not sufficient to cover the balance required, the subsequent overspend will have to be funded from the reserves identified to manage the impact of COVID-19.
- 5.12 This short term measure is a reasonable approach that will ensure the financial position of the Council is sound for 2020/21. However, the extent to which savings will not be delivered at all, without sufficient mitigating actions, will have a longer term impact on the Medium Term Financial Strategy. Based on current budget assumptions, savings of £6.1m are required between 2021/22 and 2022/23. Therefore, the total value of savings not delivered in 2020/21 will increase the savings target in those future years.
- 5.13 The current MTFS contains a number of assumptions, the most significant being assumptions on inflation (contract inflation and demographic growth) and government funding. The MTFS position is subject to change as assumptions are reviewed as part of the budget setting process and when announcements

are made by government as part of, for example, the spending review. To date no announcements have been made by government on the future of local government finance, for example the Fair Funding Review and the reform to the business rates regime.

6.0 Funding Options

- 6.1 Table 2 shows that based on current estimates, the net cost of COVID-19 is expected to be £35.4m, which is considerably more than the £9.3m funding recently announced (£3.9m Hardship funding and associated expenditure is not recorded in the table). That being said, the Government have consistently said that it is committed to supporting local authorities to play their part in the national effort and, to do so effectively, they have implemented a monthly data collection form to record how funding is being used, any changes to income and expenditure and emerging pressures.
- 6.2 The first MHCLG data collection return was issued on 8 April 2020, with a deadline of 15 April 2020.
- 6.3 The cost estimates set out in this report are considerable and the Council is working to the assumption (based on assertions made by Chancellor of the Exchequer, Rishi Sunak) that these costs will be fully reimbursed. In the event that there is a shortfall, as a last resort there are some alternative options that could be implemented as “one off” measures in order to keep the council on a sound financial footing.

Annex 1 - Summary of financial pressures

1.0 Community Wellbeing

- 1.1 In 2019/20, Covid-19 costs to date have mainly been incurred by Adult Social Care. £0.15m has been spent on Personal Protective Equipment (PPE) to equip social care providers.
- 1.2 £0.1m has been spent on equipping the Peel Road property as a step down facility for patients discharged from hospital who need to continue to self-isolate due to Covid-19.
- 1.3 In 2020/21 further purchases of PPE will be made for Adult Social Care, it is estimated that the equipment purchased so far will last for 6 weeks, so a further £0.4m is forecast to be spent in the next 6 months.
- 1.4 Sickness and self-isolation will impact staffing levels across Adult Social Care. The Council is asking homecare providers to recruit additional staff so that they can be redeployed to nursing homes. The homecare providers will invoice the Council for these costs. An indicative £0.12m is included here as a marker for the next 6 months.
- 1.5 Supporting vulnerable social clients who cannot access supplies with shopping calls because of Covid-19 may cost the Council up to £50k.
- 1.6 It is likely that there will be additional social care packages because of Covid-19 which cannot be reclaimed through NHS funding, this is currently unquantified, but an indicative cost of £0.12m has been estimated.
- 1.7 Accommodation for homeless individuals to enable social distancing has been sourced at approximately £45 a night. With 74 individuals identified so far, and work ongoing it is estimated 100 people will be accommodated. This will cost £0.14m a month, £0.8m for 6 months.
- 1.8 Negotiations are continuing on providing financial support to Leisure centre contractors and Bridge Park Community Leisure Centre to maintain the centres whilst closed to the public will cost the Council £60k a month, so £0.18m for 3 months.
- 1.9 Private Housing Service income will be reduced with landlord applications anticipated to reduce, less promotion of the service, and less enforcement activity possible given the lockdown restrictions. If activity is minimal for the first 6 months of 2020/21, then the lost income will amount to £0.8m.
- 1.10 Delays to the capital programme will impact the rental income in the HRA as new properties do not come on scheme as planned. Reprofiling expected income means that these delays will cost £0.14m in Q1 of 2020/21, and £0.3m in Q2.

- 1.11 Income collection rates in the HRA are anticipated to fall in 2020/21 as the economy worsens and unemployment increases. A 10% reduction in cash collection for rents could cost £3m in lost or uncollectable income across the year.
- 1.12 Increase in void properties in the HRA; increased voids in the last weeks of 2019/20 show lost income of £2k per week. The impact of voids at this increased level would be £50k for 6 months.

2.0 Children & Young People

- 2.1 The overall pressure estimated at this stage for CYP is £3.1m based on a six-month assumption. This consists of £1.8m estimated cost pressures and £1.3m potential loss of income. The table above splits the pressures assuming an initial three-month's impact, estimated at £1.4m and if services do not return to business as usual for a further three months, the pressure is then estimated to increase to £3.1m.
- 2.2 The immediate costs incurred against the general fund in 2019/20 because of COVID-19 are minimal at £4k. These costs incurred include: purchase of additional cleaning products, cost of providing catering for one of the Council's Nurseries, and providing emergency supplies for children in care and care leavers eg travel costs, food supplies. Including overtime costs for staff supporting the Emergency Duty Team in 2020/21, these costs may increase to £63k.
- 2.3 There has been a reduction in the number of referrals in the last two weeks because of partial closure of schools and reduction in other partner services. However, the risk remains that there will be a surge in the number of referrals received by the department as restrictions continue.
- 2.4 There have been estimates calculated for additional costs, which may affect the social care budgets in 2020/21. These pressures to a total of £1.7m are as follows:
- 2.5 £0.7m - In the event a child needs to enter the care system, and be placed in a setting such as foster care, residential or semi-independent accommodation because of the impact of Covid 19 related issues, such as a rise in domestic abuse incidents or cases of family breakdown. Estimated costs for an additional 10 young people for 6 months.
- 2.6 £0.5m – Should the partial closure of schools continue for a prolonged period of time it is likely that higher numbers of requests will be made from families with children with complex needs for holiday play schemes equivalents (1:1 activity). Every summer approximately 110 children receive holiday play scheme support – equivalent to one week of activity per child. This estimate is based on providing additional support, equivalent to the holiday play scheme for 110 young people for up to 10 weeks, over the course of 6 months.

- 2.7 £0.3m – Estimate for new demand that may emerge from families with children with complex needs for care at home and/or direct payments, resulting from continued partial school closures. There are 2,300 children with Education Health and Care Plans, with 500 of these children currently receiving either direct payments or care at home support. The estimate is based on an additional 75 young people being provided with support for 6 months.
- 2.8 £0.2m – for families with children in need (s17 Children Act 1989) who may need emergency payments for food, utilities or other hardship issues due to the impact of COVID-19. The estimate is based on up to 25% of open children in need cases being provided with the equivalent of £20 per week in support for 6 months.
- 2.9 The impact of the potential loss of income in 2020/21 totals £1.3m from traded services with schools with the largest losses being Brent Music Service (£360k), the Gordon Brown Centre (£693k) due to the uncertainty surrounding the date of the re-opening of schools.
- 2.10 In 2020/21, it is estimated that there may be pressures of up to £0.3m against the Dedicated Schools Grant (DSG) funded budgets. These pressures include the need for additional tutoring costs whilst Looked After Children (LAC) are out of school an estimate of agency supply staff to cover absences and ensuring children with additional needs eg visual and hearing impairment have the necessary equipment and infrastructure in their home to enable them to continue to follow a home teaching and learning schedule.

3.0 Regeneration & Environment

- 3.1 The recent Covid-19 pandemic will create significant pressure to R&E budgets. The full picture of this is still emerging. There is initially likely to be a circa £1.2m cost of the establishment of an overflow mortuary, although it is expected that a large proportion of this will be recharged to neighbouring local authorities. In addition, additional costs of circa £240k per month are anticipated relating to the public realm Veolia contract (due to acceptance of liability for increased residual tonnage and agreement to pay Veolia agency staffing costs).
- 3.2 The additional pressures within R&E are likely to come from reduced income due to the government's social distancing measures. The largest of these is parking income (£1m per month) due to reduced motoring activity and reduced penalty charge issuance as a result of Serco staff shortages. The largest other impacts include:
- 3.3 Loss of garden waste and bulky waste income if services are stopped (£100k per month)
- 3.4 Bad debt as a result of businesses unable to pay commercial rent
- 3.5 Loss of income relating to permits and monitoring of highway costs (£56k per month)

3.6 Environmental enforcement income from Fixed Penalty Notices, since issuing Fixed Penalty Notices has been suspended (£50k per month)

3.7 Planning are likely to face a pressure of £42k a month due to reduced fee income.

4.0 Customer & Digital Services

4.1 The forecast pressures in 2020/21 are expected to come from the Customer Services department, primarily as a result of implementing the Government's recently announced measures to support businesses and those in receipt of the Council Tax support.

4.2 With the impact of COVID-19 unknown at this stage, financial modelling has been undertaken to understand the impact of an increase in CTS claims generally, excluding the £150 hardship fund. Based on current caseloads and costs, it is estimated that a 2% increase in the cost of CTS would lead to a loss of £4.1m.

4.3 Benefits processing might be delayed (LA error) due to an increase in the volume of claims. The current range for LA error for Brent over the last few years is £0.4m - £1.4m (based on c£350m of expenditure). If caseloads increase, the upper LA error threshold could be hit, and possibly be higher, if benefits are not processed in the usual 10 days deadline. This additional cost has been estimated at £1.4m

4.4 The current discretionary housing pot for Brent is £2.7m. For some claimants claiming Universal Credit and Housing Benefit for the first time, the process can be overly bureaucratic and late claims can result in large rent arrears. An estimate based on 10% of 23,000 caseloads at £868 per caseload in 26 weeks has been included at £1.5m.

4.5 The Customer Services team has seen an increase in number of calls for Local Welfare Assistance and in the number of awards it has made due to COVID-19 in the last two weeks. An estimated additional £0.25m is envisaged to increase the current level of reserves from £0.1m to £0.35m in order to fund the increase in demand.

4.6 Overtime for call centre staff has been estimated at £0.5m for 30 staff members working additional hours over a six month period.

4.7 Whilst there have been a few cancelled ceremonies within the Registration and Nationalities service area, these have not been significant enough to have an impact on the 2019/20 budget. However, based on the income generated in the last financial year, a projected loss of £0.5m income from bookings could materialise for the first 6 months of 2020/21.

4.8 Within Digital Services, £0.1m of additional expenditure is expected to be incurred on equipment, licenses and service desk engineers.

5.0 Assistant Chief Executive

- 5.1 Conference and Events: Loss of fees and charges income due to cancellation of events, meetings and conferences in the Drum. This is estimated to represent a loss of income of £0.2m from cancelled events alone. There is likely to be a further impact due to a reduction in new bookings.
- 5.2 Communications: Loss of commercial advertising income on outdoor sites and a reduction of paid for advertising in Your Brent Magazine. Additionally, there is expected to be a loss of income from film productions using council sites and parking services. Total estimated loss of £0.1m is expected in the first quarter of 2020/21. If the lockdown and social distancing measures are extended a further loss of income could materialise.
- 5.3 The Strategy and Partnerships service is considering developing additional capacity to support voluntary sector organisations. At this stage it is estimated that this will incur a one off cost of approximately £44k.

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