

## Appendix 1 – Programme Management Monitoring (PMM)

### Reset - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
Identify the needs and develop housing pathways for customers provided with temporary accommodation as part of the Government response to the Covid-19 outbreak.	Complete a tracker for each customer in temporary accommodation placed under C19	11 June 2020	COMPLETED	COMPLETED
Ensure that sufficient temporary accommodation is provided by the Council to meet an immediate and projected longer term increase in demand on the housing advice and homelessness services.	Identify customer groups for who we can expect an increase in demand on the service (see above). Identify additional temporary accommodation if current stock is insufficient	Autumn 2020 New build due to complete in October 2020	Temporary accommodation sites at Bowling Green and Ashridge Drive (12 units) completed in October 2020. Customers currently in nightly let temporary accommodation will be moved back into district when ready to let with furniture etc. Government grant received to cover placements until end of financial year. COMPLETED	
Better understanding of rough sleeping in the district.	Rough sleeping hotspots and trends to be identified	Autumn 2020	COMPLETED. Regular monitoring is underway	
Identify the customer groups from who it is reasonable to expect an increase in demand on the housing advice and homelessness services.	Joint working with Community Partnerships, CAB, Partnership working through the Recovery Accommodation Cell	August 2020	COMPLETED	COMPLETED
Identify what resources will be needed to meet this increased in demand.	Joint working with Community Partnerships, CAB, Partnership working through the Recovery Accommodation Cell	September 2020	Recruitment underway to ensure team at full establishment COMPLETED	
To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term	1. All HoS to identify service area priorities and rate them level 1-5 through Service Restoration Priority ratings form. 2. Priorities to be compiled into one document under sub categories: Services currently running, New services running as a result of Covid, Service not currently running and needing to be restored	TBC	<b>Actions 1 &amp; 2 complete.</b> Reports went to P&R sub-committee on 5 October on face to face meetings (priorities 1 to 3) and service restoration (priorities 4 & 5) A report to Covid 19 sub-committee will cover what we have done so far, agreements of priorities 4&5, agreed some site visits (as appropriate and there is an economic and welfare imperative), Taxi Licensing. 15 <sup>th</sup> November	1. Service Priority forms completed by HoS. 2. Master document of Service priority ratings compiled 3. Covid-19 Recovery Committee on 21 July 2020 to approve service priority ratings 4. Resources and priorities allocated 5. All Services restored

	3. Senior Management and Members to agree service priority ratings 4. Senior Management to allocate Council resources and set time line for all services to be restored			
To cross reference the action plan against the other work streams	Share detail with Recovery Group Cell Leads	TBC	COMPLETED	
To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders	All HoS to identify aspects of service delivery that cannot be carried out from home through Service Restoration Priority ratings form		COMPLETED	1. Return to office working 2. Return to on-site visits 3. Return to public interfacing e.g. face to face interviews
To identify resources required to enable service restoration within the action plan over the short, medium and long term.	All HoS to identify resources required through Service Restoration Priority ratings form		COMPLETED A further report to bring Covid Sub Committee to update on the grant funding received by Watersmeet. The business case has been agreed at Gold and Recovery Leads	1. Service Priority forms completed by HoS. 2. Master document of Service priority ratings compiled
Identify risks associated with objectives of the Corporate Framework 2020/23	Score each risk  Review Risk Scores for the Corporate Framework	1 July 2020  October 2020	COMPLETED	To be agreed by Covid-19 Sub-Committee on 21 July
Review of Council Policy and Strategy Register	Undertake review in consultation with services. Draft to be completed by September	September 2020	COMPLETED	

## Reset – Ongoing

Objectives	Actions required	Delivery date	Progress	Outcome
To ensure all financial implicating are considered in the road to recovery.  To review existing budgets with services to establish deletion or deferment.	Will depend on which services are restored either as BAU or partially.	Financial update on budget position regularly presented to CMT	Recommend to Council that the necessary budget adjustments are approved including on-going impact of C19	Approved by P&R on 7 September and the next Council meeting
Review Corporate Framework as a result of recovery impact work and Covid-19.	Outcomes of recovery work to be considered. Evidence from impact surveys and consultations gathered and inform revised corporate objectives and consideration on this taken by Council.	January 2021		

## Reassure - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
To understand the impact on the many varied community groups, organisations and charities affected by COVID19	Community Strategy LSP Impact Assessment Action Plan  New- Review impact of Covid-19 on Community Groups and Voluntary sector.	01 September 20  November 2020	LSP Sub groups – Adults with Complex Needs, Community Safety Partnership, 11-19 Strategy group, Families First Partnership LSP - All done  Community Strategy Impact Assessments completed and Action planning now taking place – LSP Signed off. Awaiting final results from W3RT	Community Recovery plan completed, to be finalised at October LSP meeting.
Residents have opportunities to be mentally healthy	New – Expand the Community Support Service by 1 FTE worker for 12 months  New – Expand Better Choices - young people can access support on their mental wellbeing through YC Hertfordshire	September 2020  August 2020	Community Support Service – Full time worker in post since July – However there is still a waiting list as demand is increasing  Better Choices - mental wellbeing open to referrals since September 2020. Capacity for 150 hours over 12 months. A few young people referred in for mental wellbeing support.	CSS and Better Choices - Completed
Identify and support vulnerable families	New - Summer provision for vulnerable families	March 2021	Summer provision complete - awaiting evaluation. Some funding remains for future – take forward to Feb half term 2021	
Residents have the life skills and access to the resources they need to live independently when unemployed	New - webpage developed, Support with money problems	June 2020	Completed DEFRA funding received from HCC	
To encourage access to services who can support with debt	New - produce leaflet with information on where to access financial support		Produced, shared with partners via Partnership Bulletin. Included within TRDC Food Hub packs, and Food Bank parcels	Complete
To support residents impacted by domestic abuse	Existing – Community Safety Partnership Action Plan. Domestic abuse services available to high risk victims, standard-medium risk victims and td-medium risk perpetrators	Ongoing	Completed	Perpetrator provision has been reduced due to a lack of referrals, service will reduce to 0.2FTE from October 2020, provision for 5 cases approx.
Ensure employees get the right Health and Wellbeing information at the right time.	Risk assessments completed; on-going assessment of health and wellbeing needs, particularly relevant if another spike occurs.	31 July 2020	On track. Discussions taking place with managers re risk assessments and plans to mitigate. Review monthly and amend plans if another lock down is imposed.	End July for risk assessments. End October for review of health and wellbeing of employees (if a 2nd spike occurs)

Link with the work being undertaken to identify those that want to come in to the office, those that are fearful, those with underlying medical conditions or living with someone with underlying	As above re risk assessments	31 July 2020	Risk assessments completed for majority of staff. HRBP's discussing action plans with managers	End July for risk assessments. End October for review of health and wellbeing of employees (if a 2nd spike occurs)
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## Reassure - Ongoing

To produce, agree and implement a Communications Action Plan for the COVID-19 recovery – residents and businesses	Provide clear, relevant, accurate and timely information	Ongoing	Draft Action Plan being developed  Sent out to Heads of Service. Will follow up and work directly with individuals to go through their plans.	Agree communications action plan when priorities agreed
To review and contribute to partners' communications.	Action plans will be developed as the project progresses and as required	To be agreed as the project progresses		
To communicate with customers and local residents			Transferred from Reset Strand (RF) Re: Customer Experience Strategy	
To agree internal communications methodology.	Action plans will be developed as the project progresses and as required	To be agreed as the project progresses		

## Renew - Completed

Objectives	Actions required	Delivery date	Progress	Outcome
To ensure the RCG Economic Resilience Cell effectively supports Three Rivers including involvement with the Hertfordshire Local Enterprise Partnership (LEP).  To understand in greater depth the impact on the Three Rivers area.  To consider any locally based interventions which will support the local economy and major anchor businesses and SMEs.	New work on ONS to understand the characteristics of the employment within the borough.	September 2020	Work completed. To be picked up in greater granularity in development of Economic Strategy.	Will feed into development of Economic Strategy
	Make contact with the Herts LEP	July 2020	Contact made and being maintained.	Rickmansworth being used as a study site in work on High Streets.
	Make contact with Growth Board	July 2020	Contact made and being maintained.	Presentations made to members and officers to improve understanding and links in to work of Growth Board.
	New - Review impact of Covid-19 on the High Street and local shopping centres.	October 2020	High street and local shopping centres supported through business grants. Post lockdown positive impact of increased home working. (Note: we will need to review post second lockdown)	Support provided via business grants. Rickmansworth being used as a LEP study site in work on High Streets.

<p>To support high quality neighbourhoods, including businesses and the local economy and access to good quality housing.</p> <p>To work with developers and other partners to help minimise the impact of Covid 19, facilitate the continuing development of housing and business opportunities within the district and react to market failures within specific areas and sectors.</p>	<p>Assess the Impact on Existing Developments of Delays arising from Covid-19 and Sales and rent levels in the immediate Post Covid-19 period.</p> <p>Assess the Impact on the South Oxhey Scheme.</p>	<p>July 2020</p> <p>July 2020</p>	<p>Feedback from existing developments is that prices are holding up – sales at 1-3% below market price. Bugler awarded Croxley View Phase 2. Stamp duty relief extended.</p> <p>Scheme re-started ad progressing. Some delays to s.106.</p>	<p>Subsumed into business as usual and seeking new opportunities in regard developments.</p> <p>Planning Committee met in September to resolve s.106 issue.</p>
<p>Ensure new ways of working are embedded into the values and behaviours for Three Rivers, reflected in performance appraisals and all staff are fully engaged.</p> <p>Manage the transition to the new ways of working for all staff, including those returning to the office.</p>	<p>Review of use of virtual meeting platforms – although 8x8 is the corporate platform, partners use numerous other ones such as Teams and Skype</p> <p>Working groups created to review what could not be done remotely during this time and why. Work to be linked to the Customer Experience Strategy and the required channel shift.</p> <p>Develop Vision for New Ways of Working to give clarity to the detailed development and implementation work.</p> <p>Review of staff working requirements – able to work flexibly, agile and potentially for some roles, from any location.</p> <p>Review office space requirements – to link with projects from other areas but to also include days required to be in the office (specify days or complete flexibility) and use (or not) of zones within Three Rivers House.</p>	<p>July 2020</p> <p>July 2020</p> <p>August 2020</p> <p>October 2020</p> <p>September 2020</p>	<p>Complete</p> <p>Picked up through Service Restoration Groups.</p> <p>New ways of working vision developed and shared with CMT and JLT.</p> <p>Arrangements were put in place to allow staff to work flexibly and HR policies updated accordingly</p> <p>Covid compliant arrangements in place for limited access for staff to TRH. Approval system implemented for director approval for working for operational and welfare reasons.</p>	<p>Zoom introduced for Council meeting.</p> <p>Working Groups set up to long at long term shift as part of ongoing projects.</p> <p>New Ways of Working Vision</p> <p>Staff successfully working remotely. Interim Smarter Working policy.</p> <p>TRH limited opening on Mondays, Wednesdays and Fridays for staff with prior approval.</p>

## Renew - Ongoing

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<p>To ensure the RCG Economic Resilience Cell effectively supports Three Rivers including involvement with the Hertfordshire Local Enterprise Partnership (LEP).</p> <p>To understand in greater depth the impact on the Three Rivers area.</p> <p>To consider any locally based interventions which will support the local economy and major anchor businesses and SMEs.</p>	<p>Existing - Hertfordshire Growth Board to ensure that the district is adequately represented.</p> <p>New - Review impact of Covid-19 on the High Street and local shopping centres. (Annual Shop Survey September 2020 and again in June 2021) (To inform Economic Recovery Strategy)</p>	<p>Ongoing</p> <p>June 2021</p>	<p>Continuing to work with Growth Board to understand the impact of Covid and local response.</p> <p>Annual shopping survey complete and results to be analysed and final report to LEP. Final due November.</p>	<p>Improved joint working.</p> <p>Report on first survey due November</p>
<p>To support high quality neighbourhoods, including businesses and the local economy and access to good quality housing.</p> <p>To work with developers and other partners to help minimise the impact of Covid 19, facilitate the continuing development of housing and business opportunities within the district and react to market failures within specific areas and sectors.</p>	<p>Existing - Review impact of Covid-19 on local plan.</p> <p>New - Work with major developers in relation to major development sites to facilitate their continued development.</p>	<p>June 2021</p> <p>Ongoing</p>	<p>Approval for consultation now planned for June 2021. No effect on the production of the Local Plan due to Covid.</p> <p>Continuing to work with major developers through the pre-application route and continuing partnerships.</p>	<p>Consultation on Local Plan.</p> <p>New developments being planned. Potential new JV schemes in early discussions.</p>
<p>To review the council's customer experience strategy to deliver all services in the most effective way, while still enabling vulnerable groups to access services.</p> <p>To promote self-help where possible and manage the reintroduction of face to face service delivery in line with new ways of working.</p>	<p>Customer Experience Strategy:</p> <p>i) Review of all reports as to how customers are accessing services</p> <p>ii) online survey for customers regarding use of online services plus questions at end of call with CSC</p>	<p>November 2020</p> <p>January 2021</p>	<p>Current review of CSC contacts via phone &amp; email being undertaken.</p>	
<p>Ensure new ways of working are embedded into the values and behaviours for Three Rivers, reflected</p>	<p>Review of HR Policies in relation to new ways of working.</p>	<p>March 2021</p> <p>March 2021</p>	<p>New Ways of Working (NWOW) Sub Group set up with NWOW champions.</p>	

<p>in performance appraisals and all staff are fully engaged.</p> <p>Manage the transition to the new ways of working for all staff, including those returning to the office.</p>	<p>Review of Office Accommodation Requirements in the longer term, including space required, opening hours, access etc.</p>		<p>Survey of Heads of Service in respect of NWOW requirements carried out and reported to Recovery Group</p>	
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