

OVERVIEW AND SCRUTINY

DATE OF MEETING: 15 June 2021

TITLE OF REPORT: NEXT STEPS IN COVID-19 RECOVERY

Report of: Joint Chief Executive

Cabinet Member: Leader of the Council

I PURPOSE OF REPORT

- 1.1 This is the fourth report to Members providing an update on the work undertaken by the Council in response to the Coronavirus (Covid-19) pandemic. Previous reports have been considered by Cabinet in July 2020, October 2020 and January 2021.
- 1.2 Whilst work progresses at pace on vaccinating the population, it is important to note that the situation remains live, with restrictions still in place.

2 RECOMMENDATIONS

- 2.1 That Overview and Scrutiny:
 - Notes the updates on the Recovery Plan as outlined in Appendix 1
 - Notes the final decisions taken by the Joint Chief Executive under emergency provisions within the Constitution

3 BACKGROUND

- 3.1 On Friday 20th March 2020, the Hampshire and Isle of Wight Local Resilience Forum formally declared Coronavirus a major incident. Hart District Council evoked its Emergency Plan and in accordance to the Constitution, enabled decision making under emergency provisions.
- 3.2 The Council had to fundamentally change during this period
 - In the way it provided its services, needing to work remotely under the lockdown provisions and
 - Which services it delivered, with new services being delivered from provision of food, medicines and care for those shielding, to business grants to local businesses.
- 3.3 Recognising the importance of considering recovery processes alongside response to a civil emergency, Cabinet approved the Council's Recovery Plans in October 2020. At the beginning of November (5th), England began its second lockdown. This was followed by a series of tiered lockdowns during December but ultimately the Government decision was to undertake a third lockdown in January, with a phased release from the lockdown, from March onwards.

- 3.4 Despite the resource implications, the Council has continued to
- Continue to provide business as usual services to our residents
 - Deliver on our ongoing requirement to the response phase, most recently delivering the Lateral Flow Testing station and then supporting the localised testing for residents in GU51 and GU52 for a variant of concern
 - Progressed many of the key actions arising from the Covid-19 Recovery Plan.

4 END OF THE MAJOR INCIDENT

- 4.1 As outlined in the earlier reports, all decisions taken during a major incident is recorded formally in an Emergency Planning Log. These are then reported to Cabinet to formally endorse as soon as reasonably practical after the decisions have been taken.
- 4.2 To aid visibility of this process, details of emergency decisions taken have been reported verbally to Cabinet at the meetings of February and March 2021. This also reflected the consultation undertaken with Cabinet or Group Leaders prior to these decisions being taken.
- 4.3 On the 1st April 2021, the Monitoring Officer formally noted that the Council had stepped down from Major Incident and that further work would continue on Recovery, but that emergency provisions within the Constitution were no longer being used by the Council.
- 4.4 Having reported all decisions up to September in the report to Cabinet in October 2020, the final decisions taken under emergency provisions are shown below

Date	Decision
24 th September	New legal requirement to provide social isolation grants to those on low incomes, agreed we would look to deliver this internally until we were able to safely hand over to our external contractor
6 th October	Political Group Leaders approved the discretionary payment policy of the Social Isolation Payment scheme
5 th November	Second lockdown started – Council’s front reception closed to residents Further to a letter from HCC Public Health, advised Countryside team that volunteering events cancelled throughout lockdown
12 th November	Following an update to snow emergency plan in light of Covid-19 Cabinet confirmed via Teams their approval for the purchase of a new plough/spinner (capital cost £7.5K) to increase snow shifting capacity for our own purposes and to help resolve any issues arising at vaccination sites.
16 th November	Additional Restrictions Grant provided by the Government of £1.3million was a ‘one off’ funding pot and would be needed to cover both the current and future lockdowns and any provision for economic recovery. Agreed with Leader and Deputy Leader that

	the spending would broadly be on the basis of £0.5m before Christmas for the current lockdown, £0.5M after Christmas for any future lockdown and the remainder for recovery objectives.
30 th November	Discussed and agreed with Political Group Leaders that the HDC Funding for Covid Enforcement would, in accordance with the grant criteria be used for <ol style="list-style-type: none"> 1. Enhanced Environmental Health resources/capacity (subject to availability) and 2. Enhanced Communications associated with Covid-19 <p>The Joint CEx reserved the position to put in place Covid marshals at the Edenbrook Bike track further to Police feedback regarding the high level of use and the requirements of social distancing.</p>
30 th November	Discussed and agreed with Political Group Leaders that the HDC funding for the Clinically Extremely Vulnerable would be used as follows <ul style="list-style-type: none"> • £9,531 to Hart Voluntary Action to support current lockdown including Christmas cover for the Hart Response Hub • £30,000 to support a variety of activities focussed on the clinically extremely vulnerable (CEV) including <ul style="list-style-type: none"> ○ Delivery of a Home Help Support service to help those in the CEV group with cleaning and domestic help ○ Grant funding to Covid Groups and Parishes who have been supporting their CEV's ○ Support for those digitally excluded
4 th December	Agreed between S151, Monitoring Officer, Portfolio Holder for Finance and Corporate Services and Head of Paid Service that due to the unknown timing of the arrival of funding for Covid business grants, there is a need to increase the Counterparty limit with Barclays Bank up to 31 st January 2021
15 th December	Agreement for Environmental Health to appoint a Covid Enforcement Support Officer for three months (further to agreement by GLAM on 30 th November)
17 th December	Advised GLAM that further to ongoing concerns from the Police, that a Covid Marshal would be used at Edenbrook Bike Track
24 th December	Hart is now in Tier 4 following announcement at 3pm, Political Group Leaders advised that <ul style="list-style-type: none"> • Hart and Frogmore Leisure Centres must close as must Edenbrook Bike Track • We have received a request from NHS for overnight help with those discharged from hospital in an emergency
5 th January 2021	Prime Minister announces further lockdown Political Group Leaders advised that <ul style="list-style-type: none"> • Front line reception closed and website updated • Internal Audit resources reallocated to Business Grants (awaiting guidance on latest tranche) Wokingham will provide internal audit resources during this time

24 th January 2021	In consultation with the Portfolio Holder, agreed an amendment to the discretionary Additional Restrictions Grant funding for those premises which are tenanted (so not the business rates account holder) where the landlord themselves cannot apply for an exemption (because they are not the business operator)
25 th January 2021	Further to a competitive quotation process, a specialist professional has been appointed to help support the Council in making informed decisions associated with our Leisure Centre control. The costs is £4,000 over a four month period
26 th January 2021	Hampshire County Council has requested locations for Lateral Flow Testing Centres. An email has been sent to Parish and Town Councils but recognising the urgency, Hart District Council has offered the use of the Council Offices as location for the Lateral Flow Testing Scheme.
4 th February 2021	Further to discussion with the Political Group Leaders, Hart District Council signed a lease to Richmond Practice Surgery (on behalf of Fleet Primary Care Network) for the delivery of a vaccination centre at the Harlington, including the provision of up to 20 car parking spaces within Gurkha Square Car Park.
11 th February 2021	HDC to confirm that no events excepting those within a licence agreement with Fleet Town Council for the Saturday Market are to be permitted on Gurkha Square to ensure its continued availability for the vaccination centre (in the face of requests from third parties for the use of the car park for events in anticipation of the end of lockdown)
1 st March 2021	Discussed and agreed with Political Group Leaders that in the face of ongoing concerns around the sustainability of businesses across the Hart area, the original split of Additional Restrictions Grant would move more funding from recovery into the current phase to support struggling businesses
1 st April 2021	Portfolio Holder agreed the discretionary restart grant policy in anticipation of the exit out of lockdown.
1 st April 2021	Council moves out of Major Incident, Emergency Planning Log closed

4.5 As part of the response phase and further to the information set out above, the Council has

- Between February and April 2021 carried out 1,531 Lateral Flow Tests on our residents and provided a further 1,153 home testing kits
- Allocated over £15,700 through our Hardship Funds to those in greatest need
- Helped over 700 clinically extremely vulnerable and vulnerable residents with food supplies, medication or friendly catch ups to prevent social isolation
- Spoken to 3,200 business to provide advice, guidance and support to help with covid compliance
- Up to the end of May, paid over £24.5m work of funding and processed 3,758 grants

- 4.6 Whilst we plan for and hope to see the lifting of restrictions on the 21st June, work continues in certain areas such as
- the most recent community testing for a variant of concern for residents in the areas of GU51 and GU52 (Fleet, Church Crookham and Crookham Village) has been a salient reminder that the situation remains dynamic.
 - The discretionary restart scheme has now closed and we are carrying out final payments over the next two weeks. The main scheme remains open, at the 1st June 2021 there are six claims outstanding where we are waiting for information.
 - The Hart Response Hub remains in place, providing help and support to those that need to self-isolate

5 PROGRESS ON RECOVERY

- 5.1 The Recovery Plan, agreed by Cabinet in October was based around five key workstreams;
- Community Recovery
 - Economic Recovery
 - Financial Recovery (internal)
 - Reallocation of Road Space
 - Revitalise Hart (internal)
- 5.2 Each workstream had a number of actions. Appendix 1 provides an update on the progress of each of the actions in relation to timeframes indicated in October.
- 5.3 Appendix 1 identifies that the majority of actions remain on track, with a number now completed including:
- Preparing and launching the Hart for Business Website Preparation database for businesses and to promote business activity
 - Launching the Virtual job club in February 2021 which achieved its first success for participants, securing employment. The Hart for Business newsletter and social media has been promoting apprenticeships and kickstarts
 - Launching the 18-30 Campaign and The Walk this way trail to encourage and support residents to be physically active with a particular focus on those most at risk of inactivity
 - Completing the Business centre refresh enabling the council to set up and manage the Lateral flow testing Centre operation which carried out 1,531 Lateral Flow Tests over the course of its operation
 - Supporting and opening the Community Pantry on Wednesday 10th March. Hart are continuing to look at new opportunities to help the community pantry grow and promote the pantry to the district
 - Funding provided by Hart and distributed by HVA has provided grant funding to support to voluntary and community organisations to support

community recovery. Community Connections grants totalled £8,125 with projects funded including:

1. Daisy Chain Café - memory café running events to encourage members to come back to face-to-face group
2. Yateley United Football Club - expansion of walking football and creation of inclusive football group
3. MHA Communities - increased 1-2-1 support including home visits and walking buddies to help people build confidence to come back to groups
4. RHL - engaging those who are isolated with 1-2-1 support to help them connect with community activities

5.4 Other key achievements over the last months include:

- Continuing to collate key business and employment statistics which has facilitated the creation and publication of Economic Dashboard updated monthly with key statistics to aid decision making
- Awarding 21 grants, totalling over £5,458, to help community and voluntary groups safely restart face-to-face activity, and a further 15 grants to support the community emergency response
- Work continuing to coordinate COVID comms messages from Cabinet Office, PHE, NHS, HCC, HDC service areas, website and vaccination comms CCG & NHS. We are Currently supporting Hampshire County Council with its targeted community testing for GU51 and GU52 postcodes through our communication channels
- Workshops held to promote town/village centre activity to ensure footfall continues and grows and existing enterprises thrive and new ones are created
- Funding awarded to Fleet Phoenix to support delivery of weekly support sessions for junior school age children who are exposed to domestic abuse at home
- Work underway to support HVA to develop a social and therapeutic horticulture project at the new Edenbrook Community Garden to engage residents most at risk of social isolation and exclusion

5.5 The Council is also progressing with the Revitalise Hart workstream, achieving a number of key milestones including:

- Office reconfiguration to ensure the council is able to offer staff a covid compliant workspace. This includes temperature monitors upon signing into the building, a hot desk booking system
- The roll out of the Employee Assist programme
- Implementing the working from home concept successfully and continuing to develop the Agile working policy

6 GOVERNANCE, RESOURCE AND FINANCE CONSIDERATIONS

6.1 It is clear that Covid-19 has had a major impact on the services it delivers and the projects and ambitions of both the Corporate Plan and Hart 2040 Vision during the past year.

- 6.2 It remains a major part of the Councils activity as reflected upon in the Service Plans for 2020/2021 adopted by Cabinet in July 2020 and the most recent services plans for 2021/2022 adopted by Cabinet in April. The continuation of this work, alongside business as usual requirements and some of the Councils ambitious projects, does continue to place a strain on the Council's resources which will need to be measured and monitored as the year progresses.
- 6.3 This strain has been reflected in a number of ways including
- increased workloads,
 - impact on health and wellbeing of staff
 - variable productivity with some areas vastly improved and others decreased
 - the inability in some areas to take annual leave.
- 6.4 Financial implications of the Covid pandemic has been reported regularly and in some detail to Members and this will continue with outturn reporting.

7 ACTION

- 7.1 Subject to any recommendations from Overview and Scrutiny Committee to Cabinet on the content of this report, Cabinet will be asked to note and endorse the decisions taken under emergency provisions and note the update on Covid-19 recovery

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APPENDICES

Appendix 1 – Recovery Plan

Appendix 1 – Recovery Plan – Workstream Action Plans

Community Recovery				
Activity	Expected Outcome	Update	Next Steps	RAG
Local insight and evidence of need: Bring together hard data and local intelligence to maintain an up-to-date picture of the need and impacts (including socioeconomic and wellbeing) within communities, to inform our community recovery priorities	The Council and our partners will have a good understanding of the following: <ul style="list-style-type: none"> Communities or specific groups within communities most negatively impacted by the COVID-19 situation or most 'at-risk' of negative impact Trends over time in wellbeing including socio-economic wellbeing Where/how to focus our resources to help those most in need and address disproportionate impacts on specific groups	Item now forms part of service line activity	Further updates will be provided via service plan monitoring reports	Completed
Communication and signposting: Establish a communications framework/plan and coordinate with partners to cascade messages to residents about how they can stay well (over and above specific COVID-19 guidance), and signpost residents to available support including psychological, financial, employment, housing and wider wellbeing	Residents are supported to take steps to keep themselves well and know what services can support them if needed	18-30 campaign and Walk This Way trail launched	Support national campaigns including: Carers Week Men's health week Loneliness awareness week	Target completion date: November 2021

<p>Voluntary and community sector capacity: Enhance and promote support for the voluntary and community sector, such as to enable community activity to restart safely and to sustain or build upon community activity established in response to COVID-19 where appropriate</p>	<p>Resilience and capacity of voluntary and community sector Community activity restarts safely resulting in improved wellbeing and a reduction in loneliness and isolation in communities</p>	<p>£10,000 Community Connections grant scheme launched to support projects which aim to reduce social isolation, improve wellbeing and help rebuild confidence, for residents considered Clinically Extremely Vulnerable or Clinically Vulnerable under Government guidance. Funding allocated to 4 projects (£8,125) to date and 1 further application being processed.</p> <p>HVA is proactively reaching out to voluntary and community groups to understand their current situation and any support needs. A grant of £10,000 has been provided to HVA to enable them to support emerging needs of groups,</p>	<p>Continue to administer remaining Community Connections funding and top up the fund with an additional £10,000.</p> <p>HVA to continue engagement and support to groups including administering small grants and other support to enable community activity to restart</p>	<p>Target completion date: June 2021</p>
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		<p>particularly those working with vulnerable groups. HVA also continue to administer remaining £3,000 of grant pot to help community activity to re-start safely (launched in August 2020)</p>		
<p>Addressing local inequalities: Use the insight gathered in action 1 to develop and deliver a small number of targeted initiatives to address the impacts on specific geographies or groups most affected by the COVID-19 situation</p>	<p>Support is available to those most in need of it and there is a reduction in inequalities within the district. The council has enhanced relationships with specific communities/population groups</p>	<p>Your Way Forward social media campaign delivered January - March 2021, aimed at connecting 18-30 year olds with support for a range of issues from mental health to money and housing. Delivered via Instagram, Facebook and Twitter. Paid for posts on Facebook and Instagram resulted in an average 1,500 people reached and 128 engagements per post (likes, reactions, comments, shares, link clicks). Your Way Forward web page had been</p>	<p>Develop next phase of Your Way Forward campaign - possible focus on money and debt</p> <p>Hold workshop with partners in Fleet and Yateley Primary Care Network areas and identify actions we can take together.</p> <p>Hold workshop with partners to explore how we might work together to enable more people living with</p>	<p>Target completion date: September 2021</p> <p>This work is ongoing and likely to extend beyond September 2021</p>

		<p>visited over 2,000 as at 11 March.</p> <p>Workshop planned with partners in Fleet and Yateley Primary Care Network areas to explore working together to address inequalities in mental health and wellbeing.</p> <p>Initiatives launched to support residents experiencing financial difficulties and unemployment including Community Pantry and Hart into Employment.</p>	<p>long term conditions or disabilities to be physically active and access local activities</p> <p>Continue to promote and support development of Community Pantry and Hart into Employment</p>	
<p>Making it easier to access support and services: Make it easier for residents to access the support they need, when they need it, by enabling more residents to use digital technology and exploring opportunities for the council to collaborate with other community services to have a stronger physical presence in communities, such as through co-location in community hubs</p>	<p>Residents can more easily access services and support including through digital technology. Increasing digital inclusion also resulting in more residents being able to connect with friends, family and the wider community through digital channels</p>	<p>Community hubs exploration underway for medium term solutions (for development in 2021/22) and engage key partners</p>	<p>Item now forms part of service line activity and further updates will be provided via service plan monitoring reports</p>	<p>Target completion date: November 2021</p>

Economic Recovery				
Activity	Expected Outcome	Update	Next Steps	RAG
1. Procurement of a study on Economic Recovery from Covid-19	Report to set out what actions Hart can take to ensure the Districts economy recovers from the various impacts resulting from Covid-19	Now applying the recommendations in other workstreams	N/A	Completed
2. Collation of key business and employment statistics	To ensure that the Council has up to date relevant data to inform its decisions and actions in relation to economic recovery	Creation and publication of Economic Dashboard updated monthly with key statistics	Item now forms part of service line activity and further updates will be provided via service plan monitoring reports	Completed
3a. Prepare and launch new Hart for Business website	To promote Hart District as a location for business re-location and growth.	Website launched. The new Hart for Business website captures and promotes living in Hart and all its benefits and includes a list of employment sites included on the new Hart for Business website	None	Completed
3b. Promotion of Hart District as a place to work/live/visit	High quality promotional material in various formats (video; adverts; leaflets/guides; phone app etc) to promote attract companies/people to the District	Comparison on packages undertaken. Continue to contact different commercial agents and explore mechanisms for promoting website	Item now forms part of service line activity and further updates will be provided via service plan monitoring reports	Completed

4. Establish a programme of engagement with businesses in Hart	To have a better understanding on how businesses (large and small) have been impacted by COVID-19 and what their short/medium/long terms plans are (also considering Brexit) and how can Hart assist	Collating feedback from meetings held to date.	Item now forms part of service line activity and further updates will be provided via service plan monitoring reports	Completed
5. Establish a central database of businesses operating in Hart and a business premises directory	To have an up to date business database of who operates and where in the District. To include properties available to rent/purchase for companies wishing to grow/relocate	We continue to collate business data, this will provide up to date information to inform which businesses to target and to be able to monitor a dynamic situation. Communication with commercial agents will continue.	Item now forms part of service line activity and further updates will be provided via service plan monitoring reports	Completed
6. Widen scope of existing employment and skills advice to support the rise in unemployment and lack of employment opportunities	To ensure that Hart can offer as much support as possible to those looking for work and training	Virtual job club launched in February 2021 with a small initial cohort and has achieved its first success will 1 participant securing employment. The Hart for Business newsletter and social media has been promoting apprenticeships and	Item now forms part of service line activity and further updates will be provided via service plan monitoring reports	Completed

		<p>kickstarts – there are currently 84 open kickstart placements across Hart & Rushmoor, with 4 of those within the Council. There are 14 live Apprenticeship vacancies within Hart with 3 due to be advertised in May within the Council. These give vital opportunities to young people, who are still our largest age group on UC</p>		
7. Preparation of Town Centre Strategies/Action Plans	To promote town/village centre activity to ensure footfall continues and grows and existing enterprises thrive and new ones are created	<p>Workshop held. Attendees included Fleet, Odiham, Blackwater, Yateley and Hook. Purpose was to encourage each parish to think about the future of their town/village and how working with an expert could help develop plans and take action. HDC will have no formal involvement in procuring or preparing the action plans although may be requested to attend working groups etc.</p>	Reminders to be sent out to Parish and Town Councils to assess what interest there may be post local elections.	<p>Target completion date: December 2021</p>

Reallocating Road Space in Response to COVID-19					
Activity:		Expected Outcome	Update	Next Steps	RAG
Fleet Town Centre - Pedestrianisation of Fleet Road		To expand/enhance 'safe space' within the centre to facilitate social distancing To increase outdoor space for shops, cafes and restaurants to enable social distancing Provide safe space within the centre to hold markets, events and other outdoor activities, which will increase the attractiveness of the centre To increase consumer confidence in the centre	No update since January 2021 report. Reported updated to O&S February 2021. Fleet Road was pedestrianised over the summer period to facilitate social distancing within the town. The road has now been reopened with on-street parking bays closed to continue to facilitate social distancing.	None	Completed
Enhancing pedestrian and cycle provision	Enhanced cycling provision between Fleet Railway Station and Fleet Town Centre	To enhance the existing cycling lane on Fleet Road between Fleet Railway Station and Fleet Town Centre in order to promote cycling along this key transport corridor and facilitate social distancing	No update since January 2021 report. Reported updated to O&S February 2021. The Council is working with HCC to take a more strategic approach to improve cycling routes across the district, including this route. This work has now been incorporated into the Council's Green Grid project.	Workstream has been incorporated into the Council's Green Grid project.	Completed
	Safe routes to school	To identify improvements to existing routes to school	No update since January 2021 report. Reported	Workstream has been incorporated	Completed

		to promote walking and cycling and facilitate social distancing	updated to O&S February 2021. The Council is working with HCC to improve existing and create new walking/cycling routes to school – This work has now been incorporated into the Council's Green Grid project.	into the Council's Green Grid project.	
	Key routes across the district	To identify improvements to existing routes to promote walking and cycling and facilitate social distancing	No update since January 2021 report. Reported updated to O&S February 2021. The Council is working with HCC to improve existing and create new walking/cycling routes within the district – This work has now been incorporated into the Council's Green Grid project.	Workstream has been incorporated into the Council's Green Grid project.	Completed

Revitalise Hart				
Activity	Expected Outcome	Update	Next Steps	RAG
HR & Wellbeing - Update and add new policy and procedure documents. Including looking into flexible and agile working.	To bring our policy's up-to-date and reflect the 'new normal'	Agile working policy drafted and review of other policies ongoing.	Policy review, discussion and consultation.	Target completion date: December 2021
HR & Wellbeing – Introduce an employee assistance programme. Training for managers on how to deal with change, supporting staff remotely. Remote working training ect	To make sure all staff, managers and HOS are offered the right training to help them transition in to the 'new normal', and have the right support to make this a success	PAM Assist Employee Assistance Program (EAP) chosen as provider. Launched in March 2021	None	Completed
HR & Wellbeing – To make sure we have a clear communication plan for staff and councillors. To make sure key conversations are being had in 121s on what to expect and support is offered and reasonable adjustments are made and DSE carried out.	To make sure staff and councillors are update with changes within the organisation.	Manager training carried out to support key conversations between managers and employees & Member DSE assessments carried out	Incorporated into service action plan as BAU activity. No further reporting required	Completed
Digital & IT - Telephony replacement	Develop a unified communication platform to provide a cloud-based solution for phone, video and chat capability on any device at any location	Infrastructure work completed May 2021	None. Further updates will be actioned in due course	Completed
Digital & IT - Website review	Review the current website for user experience, content and functionality. Evaluate hosting and support relationship with current provider and re-	SLT reviewed business case. PID and project plan now in draft for review	Discovery phase to commence with initial engagement across service lines scheduled	Target completion date: December 2021

	tender. Include migration from Drupal 7 to new platform			
Digital & IT - Accessibility regulations	Test the site to ensure that it meets new accessibility regulations. Embed a new monitoring culture with content editors. Review role of content editors and editorial process across site	Accessibility threshold reached	Ongoing review required. Further Updates will be made via service plan monitoring	Completed
Digital & IT - modern.gov implementation	Replace the existing manual process in Committee Services for issuing agendas, reports and minutes with a fully configured web-based report management system	Phase 1 completed and implemented across all members and staff. Phase 2 underway.	Phase 2 training to be scheduled and rolled out	Target completion date: August 2021
Digital & IT - Office 365 application education incl. SharePoint	Provide refresher SharePoint training programme for members to ensure application is being used correctly and efficiently	Training completed	None	Completed
Digital & IT - Self-service portal review	Review the different customer journeys through each portal from the website and investigate how the Council can consolidate and/or improve functionality for customers across different services	Data review completed monthly and now forms part of BAU service line item	None	Completed

Digital & IT - E-signatures	Implement e-signatures across the organisation, starting as a pilot in Housing for agreements and contracts	Contact agreed. Pilot completed in housing and rolled out	None	Completed
Opportunity for agencies to co-locate in the community building	To investigate the opportunity to deliver a modern flexible co-working hub, which can offer public like-minded organisations a base to work from. Need to consider future running costs and ensure the income exceeds these perceived running costs.	Work initiated and review underway	Outcome likely dependent on the work of the cross party Campus Regeneration working group.	Target completion date: December 2021
Promotion of working from home concept	To deliver successful implementation of a flexible working model to improve efficiencies as well as work-life balance across the Council. Additional potential benefits being a reduction of car traffic within close proximity to the Fleet Civic site and a reduction of fixed real estate costs.	Working from home concept successfully implemented. Agile working policy being developed.	Agile working policy to be agreed.	Target completion date: December 2021
Mobilise key Council services	A key target is improving customer engagement and a key part will be ensuring those residents that face Digital/IT challenges can	Not yet started		Target completion date: December 2021

	visit a local centre to seek help/ guidance/support.			
Repurpose the building vs moving	To investigate the opportunity to repurpose the Council offices or to relocate (within the framework of discussions through the Civic Regeneration Project). The building is too large and requires significant reconfiguration to meet current Council demands. Need to balance financial, planning, sustainability and environmental opportunities and constraints.	Early stage work	Ascertain flexible working model concept, translating into size specific requirement of office space. Workplace design can then commence to reconfigure offices	Target completion date: December 2021