



**Strategic Policing and Crime Board**

**19 May 2020**

**Police and Crime Plan Priority: Emergency COVID-19 Response**

**Title:** Protect the organisational health of West Midlands Police, so it not only responds to the national emergency effectively, but recovers and returns to normality as quickly as possible

**Presented by:** ACC Vanessa Jardine

**Purpose of Paper**

1. The purpose of this paper is to set out how West Midlands Police is responding efficiently and effectively to COVID-19 and how the Force is working to provide adequate PPE, COVID-19 testing and assessment of financial impact of COVID-19.

The paper will include:

- Personal Protective Equipment Provision
- Counselling and Support Services
- Officer and Staff Recruitment Approach
- Use of Specials and Police Staff
- Learning and Development Update
- COVID-19 Testing Update
- Implications of COVID-19 emergency planning for: City of Culture 2021; Commonwealth Games 2022 and Brexit
- COVID-19: Financial impact, including the 2020-21 budget and the Medium Term Financial Plan

## **Background**

2. West Midlands Police continues to prioritise the response to coronavirus. This is a global health emergency and the West Midlands region is a hotspot for this deadly disease. WMP have been planning the response to COVID-19 since the beginning of February 2020. It is paramount that the Force supports the effort to save lives and protect the NHS by stopping the infection rate, and ensuring our policing response is efficient and effective to support this.
3. As the expert understanding of the coronavirus develops, so too does our understanding of the disease and the impacts on operational policing. As national safety advice continues to adapt, the Force adapts because keeping our employees safe at work is paramount. The testing of employees also continues to develop and the Force's preparedness and planning is detailed within this paper.

## **Personal Protective Equipment Provision**

4. Public Health England (PHE) have set out guidance around Personal Protective Equipment (PPE). The best line of defence remains regular handwashing, staying two metres and sanitising work stations often. Following PHE review of national PPE guidance on 3 May 2020 and the NPCC review for police, PPE requirements increased and in certain scenarios, wearing a mask and disposable gloves was recommended.
5. Providing the appropriate level of PPE to all officers and staff is a key priority for WMP.
6. WMP began planning and purchasing of PPE at an early stage and have therefore been in a strong position to respond to the changes in PHE advice.
7. As part of WMP's response to COVID-19 a strong PPE capability that is responsible for sourcing, distributing and monitoring the use of usage of the PPE has been established. This function is overseen by a member of the Force Executive Team.
8. Appropriate PPE has been rolled out to all areas of the Force where there is a requirement. All PPE issued is in line with the national standard agreed for policing. There continues to be significant operational input into the PPE that is being sourced and how it is used.
9. The Police Federation and Trade Unions have been fully engaged and consulted throughout and positive feedback received.

10. The Force has established a central store for all items of PPE. A stocktake is undertaken four times a day to assess our stock levels and take action where needed.
11. A daily PPE update is provided to the Gold and Silver command structure for each item of PPE. The update details the current stock level, expected consumption over the next twelve weeks, the quantity that is on order and when that order will arrive. Each item is then given an appropriate status: red, amber or green. This level of visibility provides ongoing assurance.
12. Strong supply lines have been developed with existing suppliers and through developing relationships with new suppliers. The Force is now able to obtain 98% of its PPE needs from the newly established national PPE policing stock. This means that as a Force we are spending significantly less on PPE.
13. Through creative thinking and a relentless focus on PPE, the WMP position is expected to remain strong. Albeit, PPE stocks across the globe are reducing and should the position change this would be highlighted immediately, and reported into the COVID-19 command structure.
14. Each Neighbourhood Policing Unit (NPU) and Department have designated PPE single points of contact, who are responsible for taking receipt of PPE stock delivered from the central WMP store, distributing it appropriately and feeding back to the central function if additional supplies are needed. This continues to work extremely well.
15. Each NPU and Department receives a weekly supply of PPE to ensure they have what they need. If there are any shortages following this delivery these are immediately addressed.
16. WMP is engaged with the national PPE team and are playing a proactive part in supporting other forces across the country. As part of the national PPE programme, WMP has taken responsibility for being the regional PPE co-ordinator for Staffordshire, West Mercia and Warwickshire. Regional PPE needs, including our own, are ordered from the national team by WMP, this is then delivered to the WMP central PPE store and then distributed to regional forces based on their needs. This is working well and positive feedback has been received from regional forces.
17. Due to our own strong PPE position we have been able to help partners and source PPE for the mortuary that has been established at Birmingham Airport.

## **Counselling and Support Services**

18. WMP has invested significantly in the employee wellbeing and welfare offer during the period of the pandemic; developing, scaling up and adapting the existing offer for the current context.
19. People & Organisation Development (POD) have worked with colleagues and senior leaders across the force to undertake an assessment of COVID-19 exposure and put in place tailored support and interventions, for example; for colleagues in the Multi Agency Response Team (MART) and Wolverhampton Custody Suite.
20. In addition, with the support of a representative wellbeing advisory board, POD have put in place a significant wellbeing offer that focuses on the challenges colleagues are facing during the pandemic. This includes supporting colleagues who are isolating so they feel connected to the Force, and a range of other activities as described below.
21. The wellbeing offer is provided under the headings of connectedness, health and trauma and has included:
  - Support around working remotely
  - Mental and physical health advice, materials, signposting, etc.
  - Podcasts
  - Training and development for colleagues to support the current context
  - Policy advice and guidance for managers and colleagues
  - A bespoke trauma offering for colleagues in roles with a higher exposure to COVID-19 risk
  - Colleague helplines and contact plans
  - A simplified trauma response
  - Ongoing support through occupational health and the force's employee assistance programme
22. WMP's provision through occupational health and through the employee assistance programme is, and continues to be, available for counselling support. This provision can be scalable where there is a need and is available to all colleagues.
23. As part of the planning for a return to a new normal, colleagues in POD are also developing an on-going post-COVID-19 approach to employee support and wellbeing. This will focus on the learning and opportunities presented during the period of the pandemic and also look to learn from other forces who have dealt with

large scale potential trauma, ensuring a long term response for colleagues who have been personally or professionally affected.

## **Officer and Staff Recruitment Approach**

### *Police Officers*

24. Advertising and recruitment for new student officers has continued and WMP have prioritised this over all other recruitment.
25. There was an initial drop in weekly applications and only 93 were received during the first week of lockdown. The second week however, saw a large increase of 240 applications, which is the highest number of weekly applications since the new entry routes were launched 12 months ago.
26. An assessment centre in March 2020 was cancelled due to the government restrictions. However, from 4 May 2020 WMP are one of the first two forces who have launched the new online assessment centre designed by the College of Policing (CoP). So far 590 candidates have been invited to participate in this for WMP. After one day, 58 candidates had completed the first stage.
27. WMP continue with a Positive Action focus to ensure candidates who are due to sit this new assessment centre are supported.
28. Pre-employment checks have changed significantly for Police Constable roles to allow for social distancing, this has been based on national guidance from CoP and the Home Office as follows:
  - Paper based and telephone medical appointments rather than face to face – full medical appointments will be included after joining
  - Self-declaration for job related fitness tests – will complete actual test on joining
  - Biometrics are still being taken prior to joining, but we have trained different resources to complete this to provide greater flexibility
  - All offers will be subject to clear drugs tests, drugs testing will be completed on joining
  - Virtual induction with Learning & Development and the university on the start date, plus ongoing online/virtual learning
  - Exploring online/virtual attestation
  - Moved to self-measurement for uniforms

### *Police Staff*

29. Job roles that have been prioritised include frontline operational roles e.g. Force Contact and roles that assist with the uplift over other non-critical functional roles.
30. The majority of interviews are now being carried out virtually and there has also been a move to virtual, assessment and online exercise processes.
31. WMP continue to investigate alternative technology to run virtual assessment centres and online assessments.
32. Pre-employment checking for Police Staff is being done in the same way as Police Officers explained at paragraph 27.

### **Use of Specials and Police Staff**

#### *Specials*

33. The Special Constabulary (SC) Governance Group was convened in response to COVID-19 and reports in to governance via the Communities Lead. The group meet weekly and is now well established, developing both strategic and operational activity to maximise SC effectiveness and efficiency.
34. Key areas of focus and development during the past five weeks include improving alignment of the SC workforce to Local Policing, Force Response and Operations departments, thereby uplifting capacity and resilience to respond to demand and otherwise deliver the Force plan for COVID-19. The group have also developed a range of options to demonstrate WMP and OPCC appreciation for the exceptional commitment of the Special Constabulary during COVID-19.
35. Deployment of SCs was reviewed at the commencement of COVID-19 and this helped in providing the necessary direction and purpose of the SC workforce. On 8 May 2020 the Special Constabulary ran a planned and co-ordinated operation supporting Force departments with patrols across the West Midlands region.
36. Specials have contributed a combined total of more than 2,100 hours to frontline policing in the last two weeks across the West Midlands. It is an impressive contribution given that 52 of the unit's 188-strong team are currently unavailable due to self-isolation or employment in critical NHS and food supply roles. The Special Constabulary Governance Group (COVID-19) have agreed to recognise the contribution of all Specials who have volunteered during the period by awarding a specially commissioned pin badge in recognition of service to the West Midlands region during COVID-19, accompanied by a special letter of thanks. In addition, we

are considering other options to recognise the contribution and exceptional commitment of specials during COVID-19.

#### *Police Community Support Officers*

37. Police Community Support Officers (PCSO) are at the forefront of maintaining public trust and confidence and reducing tension through effective engagement, quickly identifying and mitigating risk. They are taking an active role in reassuring the public and ensuring the compliance with government restrictions.
38. Therefore they are still utilised within Neighbourhood teams (NHT) and are deployed very much the same as Police Officers. PCSOs are able to issue a “direction to leave” and can also issue Fixed Penalty Notices. PCSOs have also been utilised to conduct patrols within the current patrol strategy.

#### **Learning and Development Update**

39. Learning and Development has broadly paused face to face training in respect of COVID-19 and moved essential learning online. Our essential learning for student officers is our priority in order to support our uplift commitments. With the support of the university, learning is largely online now allowing students to learn at home rather than in physical classrooms. The exception here is Personal Safety Training which continues with a number of safeguards in place to minimise risk. These include PPE, strict cleaning of kit, protected space and the introduction of temperature checks before commencing training.
40. The Force has reviewed the training extensions granted for qualified officers and this has been determined in line with operational needs, resilience, national guidance and colleague safety. Review windows are scheduled alongside continual monitoring to ensure we build the capability we need, whilst keeping the safety of colleagues in view.
41. Taser training continues to be delivered with appropriate social distancing measures, with refresher training enabling us to maintain specialist capabilities across the Force and the region.
42. The Development and Performance Team have moved their attention to support the workforce to develop new skills during COVID-19. New products have been developed and introduced to support people adapting to their new working arrangements at home, and also providing guidance around how to manage colleagues virtually. The team are also involved in the Ear4u programme which

supports colleagues that need support and connections through these challenging times.

43. As we begin to move towards easing of restrictions nationally, the learning team are looking at ways to adjust and adapt more learning programmes to be delivered online, and find more innovative and interactive ways to engage with our learners. We have been encouraged by the feedback received from learners that have experienced the interactive learning we have developed and delivered to date.
44. Overall, the progress around the learning agenda and our ambition to develop a more technologically enabled service has been enhanced through our response to Covid-19, and we will capture and sustain the improvements that we have achieved.

### **COVID-19 Testing Update**

45. WMP continues to use the government testing facilities. However, colleagues or their family members can also access other sites at locations appropriate to them.
46. Since the last Strategic Police and Crime Board (SPCB), there have been some changes to the process for booking tests.
47. The government have released a self-referral system for key workers through GOV.UK and have updated the organisation led booking process. The force are taking a proactive and employee centred approach to testing. This involves a daily report detailing those colleagues who have gone into self-isolation as a result of their, or a household member's symptoms, or who have been booked sick with coronavirus symptoms. The details of these colleagues are loaded every day on to the government led portal. The individuals receive a text from the government asking a number of questions to determine eligibility and providing access to a booking system which allows them to book a testing slot at a time and location to suit.
48. In addition to physical testing at an approved location, there is an option for a courier testing service which supports colleagues who are unable to travel to the testing locations.
49. Colleagues in POD who are managing the testing process are also contacting colleagues identified for testing, to ensure that they receive the booking details and to follow up to ensure we are capturing the results of the tests.
50. As at 6 May 2020, WMP have tested 517 people (397 employees and 120 household members). A very small proportion of the results have been positive. Where this is the case, there is a follow up with the individual and the individual's team to ensure they are vigilant about symptoms and are supported.

51. Colleague feedback about the process has been positive. The Force is monitoring the national approach to testing and any developments, for example around tracking and tracing, to ensure an appropriate employment response.

### **Implications of COVID-19 Emergency on Planning for: City of Culture 2021; Commonwealth Games 2022 and Brexit**

#### *City of Culture*

52. COVID-19 has had a significant impact on the police planning work taking place around City of Culture and it has already impacted on the wider city readiness activity. The unprecedented situation makes planning for UK City of Culture 2021 extremely challenging because of uncertainty about the future.
53. The City of Culture Trust (CofCT) is working with Coventry City Council (CCC), the Department of Culture, Media and Sport (DCMS) and all partners to better understand how the current crisis is going to impact public gatherings and tourism, and are considering how their plans may have to shift to accommodate this pandemic.
54. WMP are working with the CofCT and CCC on 'scenario planning' to identify where plans may need to be adapted. The CofCT and CCC have identified several potential scenarios and all partners have provided an initial assessment of issues to take into consideration. At this stage no decisions have been made.
55. The WMP assessment on the potential scenarios have taken into account a number of areas including:
  - the resourcing challenges associated with the potential clashes with other events now scheduled for 2021 and 2022
  - the potential reduced time period to plan and work with all departments to get ready for the City of Culture
  - the impact of continued social distancing measures
  - the impact of some of the public realm and infrastructure work not being completed
  - the impact on legacy for the city and for WMP
56. In summary, different scenarios impact on WMP differently and present different challenges. However, with appropriate partnership engagement and effective planning all are achievable.

57. The timeline for a decision on any alternations to current plans is as follows: all partners had to comment on the initial scenarios by late April; discussions will continue between CofCT, CCC and DCMS throughout May, with the partners responding to any new government guidance; a tri-partite decision will then be made in June.
58. Regardless of which scenario is chosen, it is anticipated that the activities during the City of Culture year could be changed. However, the CofCT and all partners remain committed to delivering the anticipated outcomes and longer-term legacy impacts and will prioritise activity that achieve these. All partners are determined to make the most of this once-in-a-lifetime opportunity. It remains a fantastic opportunity to celebrate the city and is needed now more than ever before.
59. The City of Culture policing team is working to identify potential changes to policing impacts and legacy as a result of amended or potentially reduced projects and programmes. WMP is still determined to achieve its mission - *“to support the delivery of a safe and secure City of Culture and maximise the unique opportunities City of Culture presents, to drive positive and sustainable change to our city, creating a safer Coventry for those living, working and visiting here.”*
60. In addition to planning for the future, the police planning team have been working with the CofCT on several initiatives to support the NPU and the city during this national emergency:
- **Social Distancing Campaign** – WMP asked the CofCT if they would support identifying different ways to get messages of social distancing across to the public, to support the more formal government and police messaging. As a result, they are commissioning local artist(s) to come up with creative, interesting and engaging ideas. It can be any other form of visual art that can be displayed online or potentially on signage across the city.
  - **Challenge for young people** – This is intended to be a form of diversion for some of our more at risk young people, whilst asking them to get a useful message across to their peers. This could be how to spot a fake profile online, how they are social distancing or what they are doing to help their community.
  - **Domestic abuse** – Joint work is taking place between WMP, CofCT and CCC supporting victims of domestic abuse.
  - **Homelessness** – WMP are working with the CofCT on how we can collectively support the homeless community in Coventry. This will include

providing resource such as books to assist support homeless people who have been moved into hotels and hostels.

### *Commonwealth Games 2022*

61. WMP conducted a review of the scope and scale of events currently booked from March to early May 2020 in order to assess how critical these are for the business. Large out-of-force training or conferencing events during this time are being cancelled in line with social distancing advice. Venue Operating Principles (VOP) and Combined Risk Assessment Model (CRAM) site visits are continuing at present, but could change if venue advice changes, events are cancelled, or there is a shift in PHE advice.
62. WMP has adopted an agile approach to working where possible and this approach is being taken across the Commonwealth Games (CWG) planning team.
63. A new programme of work has been set up to manage the impacts of COVID-19 across the organisation and the West Midlands. Nineteen operational officers have temporarily been redeployed from the CWG team to support the response to COVID19 due to their skills & experience. A core team remains to progress planning appropriately for CWG.
64. A high level impact assessment (stop/start/continue) has been completed across the programme reviewing work planned in the next two quarters.

### *Planning*

65. The majority of operational planning team resources have been abstracted to support COVID-19, it is not expected that this will have any significant impact on the delivery of programme activities in the short term. It will reduce the costs associated with the WMP planning team which is under continuous review
66. The on-boarding of resources planned for May 2020 has been delayed to September 2020 due to operational requirements. Phase 4 recruitment has been postponed until the organisation is in a position to release people to CWG planning team.
67. Activity to document the Legacy and Benefits strategy is paused although contributing to benefits (work force training etc.) continues and is in the process of being captured and measured.
68. The approach to abstractions and investment recommendations is likely to be delayed past the planned end of May delivery date due to sensitivities in engaging with departments and functions during the COVID-19 impact. There is an opportunity

to support this work resulting from the work and assessments being completed within the COVID-19 programme, looking at abstraction impacts, resilience options, performance, prioritisation as well as roles and responsibilities.

69. Activity to complete an assessment of the budget following the completion of the venues and risk assessments remains planned for the summer of 2020.

#### *Games Operations*

70. Work continues across Games Operations with the key activity of delivering the CRAM aligned with the Venues Operational Plans remaining on track for delivery by the end of July 2020.
71. Search strategies continue to be developed for venues although detailed search plans may be delayed due to resources being abstracted.

#### *Coordination and Readiness*

72. Community engagement has been paused although preparedness and scoping activities continue.
73. There is likely to be a delay in the documentation of the Testing and Exercising strategies and plans, although various lessons should be learnt from this current period in terms of contingency planning, and what the force can cope with for a prolonged period of time.
74. Work has been stopped in the scoping of the requirements for police dogs, as well as on site visits for accommodation and transport scoping.
75. Procurement activities to support identification of suitable logistics, catering, transport and accommodation are all continuing to progress and the team are aligning delivery with the Organisation Committee (OC) where joint procurement opportunities are available.

#### *Brexit*

76. The Home Office are still proceeding towards the 31 December 2020 deadline for loss of European Union (EU) tools. The guidelines are that the UK will not apply for an extension and there will be no delay.
77. Due to COVID-19 issues, negotiations are taking place by video and a draft legal text has recently been released by the EU.

78. To mitigate the loss of the European Arrest Warrants (EAW), the International Crime Coordination Centre (ICCC) on behalf of the Home Office have been working on the Extradition (Provisional Arrest) Bill. This is a bill to create a power of arrest, without warrant, for the purpose of extraditing people for serious offences. Once it has received Royal Assent, details will be communicated to all staff.
79. Locally progressed extradition warrants are now subject to regular regional scrutiny through a joint Crown Prosecution Service (CPS) and Police review group. This has ensured that any EAWs that are in a position to be drawn up and executed before the EU exit, so CPS are dual authorising Interpol Red Notice circulations for those that require it.
80. The force is working to adopt a semi-automated process created by ICCC to create Interpol Notices and Diffusions, where needed, in place of Schengen Information Systems (SIS) II. Dual circulation of SIS and Interpol notices will take place for the interim period for those fitting the criteria.
81. The exchange of fingerprint biometrics via the Prum mechanism will begin with exchanges with Germany in June. Although it was anticipated that this would start in March/April 2020, COVID-19 has delayed the implementation period slightly. It is not thought that EU exit will result in the cease of Prum exchange, though in the case that it does, all matched data will be retained.

### **Impact of COVID-19 on the 2020-21 Budget**

82. The finance department continues to collect all costs associated with COVID-19 from across the Force. The addition of a project structure to augment the Gold and Silver command structures has provided greater confidence that we are identifying not just costs that have been incurred, but also future costs which may be incurred within the project structure. This is in addition to identifying where there is a reduction in demand, savings accrued in some areas across the Force.
83. Finance report into the Silver resilience meeting each Monday and to the Gold command meeting each Tuesday with the reported expenditure from the previous Friday; alongside all planned expenditure identified from each of the six projects which were established to address the impact of COVID-19, ranging from the Home based Force to the WMP Recovery Group. Table 1 below shows expenditure on COVID-19 since March 2020 and was presented to Gold and Silver meetings in week commencing 4 May 2020.

Category	2019-20 actuals (£'000s)	2020-21 actuals (£000's)	2020-21 est. to June 2020 (£000's)	Total expenditure inc. estimates (£000's)	Comments
PPE equipment	1,017	1,197	0	2,214	This PPE does not include orders via National Procurement. All costs expected to be reclaimed from Home Office
Officer and Staff pay costs	0	0	295	295	Officers and staff moved from posts including CWG planning, and creation of MART team
Overtime pressures	65	0	110	175	Actuals on custody, intelligence cell, IT and D and contingency. Planned OT on MART team, NPU PHLs and planning teams
Temporary staff	0	0	62	62	25 additional staff for Force Contact . IF FCID and PPU need to extend their temp staff this will add a further £95k per month
Other non-pay	25	0	197	222	Costs include screens for contact staff, and amendments to some buildings to comply with PHE guidelines
Loss of income	107	474	840	1,421	Loss of income at Airport and other Force Operations, Police led prosecutions and traffic investigations, vehicle recovery and DBS
Home working (laptops and devices)	533	0	2,181	2,714	2,000 machines purchased in April in addition to 600 in March. Also includes mobile devices and SIM cards for mobile data in laptops
<b>Total</b>	<b>1,747</b>	<b>1,671</b>	<b>3,685</b>	<b>7,103</b>	

Table 1. Expenditure on COVID-19 since March 2020

84. From the table it can be seen that the overall cost of COVID-19 to the Force is currently £3.4m and is expected to reach £7.1m by June 2020.
85. Expenditure on PPE is now £2.2m. However, after placing a national order for over £4m it is not expected that any further expenditure will need to take place on PPE until the end of June. All PPE expenditure including the national order is expected to be reimbursed to the Force from the Home Office although the timing of this payment is not yet clear.
86. Expenditure on laptops and mobile devices to support home working is expected to be £2.7m with a total of 2,600 laptop machines purchased and issued by early May. The first 600 machines purchased in March were part of an ongoing replacement programme and were redirected for home workers. The next two batches of machines received in 2020-21 are an acceleration of replacements which would have been completed later this year and into 2021-22.
87. A total loss of income of £0.6m was identified in March and April 2020 and this is expected to grow to £1.4m by the end of June 2020. The sources of the loss of income for 2020-21 are presented in the table 2 below:

<b>Service Area</b>	<b>Impact for April period</b>	<b>Cumulative impact to June</b>	<b>Comments</b>
Operations	<b>365,800</b>	<b>991,300</b>	Total income would be £250,000 monthly but WMP currently retain a skeleton staff this is income net of overtime costs saved based on actual cancelled events. Some limited income is retained and some income is being delivered by NDORS online
Criminal Justice	<b>95,100</b>	<b>285,300</b>	Some income retained via new ways of working due to current court suspensions
POD	<b>6,500</b>	<b>18,400</b>	Some limited income retained
Information Management	<b>6,400</b>	<b>19,200</b>	Approximately 10% reduction in income in March and 40% reduction in income in April
<b>Total</b>	<b>473,800</b>	<b>1,314,200</b>	

Table 2. Sources of loss of income for 2020-2021

88. This followed a review of income for each service area in the Force carried out by finance colleagues in conjunction with service managers in April 2020. The £1.3 loss of income covers a period from April to June inclusive and for each additional month beyond June the expected loss of income is up to £0.45m. In areas such as National Driver Offender Retraining Scheme (NDORS) training and Criminal Justice, departments are working with stakeholders to identify different ways of working to enable the processing of income to continue.
89. We are now starting to identify areas where the Force may be making savings as a result of reduced demand in some areas. Following BP's offer of free fuel for police vehicles during the pandemic the Force has saved £80,000 on fuel costs for police vehicles. It is also expected that NPUs will demonstrate some savings in reduced demand for policing night time economies. These savings will start to be identified later in May when overtime worked in April is paid.
90. There is no provision for the above costs in the overall 2020-21 budget of the Force. It is expected that the government will provide additional funding to forces to cover the costs of PPE required in relation to COVID-19. However, it is unclear whether the government will provide additional funding to forces to cover all other costs of COVID-19. The Home Office asked all forces to provide the indicative costs estimates of dealing with the crisis. Also representation has been made to government to allow increased flexibility in relation to specific grants and the front loading of grants to assist with cash flows.

## **Impact of COVID-19 on the Medium Term Financial Plan**

91. In relation to the Medium Term Financial Plan it is expected that some impacts may be felt from the government reprioritising public spending due to COVID-19, council tax collection fund deficits, tax base contraction and more permanent changes to income as the UK settles into a new normal. At present, it is too early to model these potential impacts. However, the finance team will continue to monitor the long-term situation to address these impacts if and when they crystallise. The Medium Term Financial Plan will be updated and brought to a future meeting of the Board.

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