

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Thursday, 28 May 2020 at 6.00 pm

Contact: Elaine Huckell
Scrutiny Officer
Direct: 020-8379-3530
Tel: 020-8379-1000

E-mail: elaine.huckell@enfield.gov.uk
Council website: www.enfield.gov.uk

AGENDA – PART 1 to follow papers

3. **CALL-IN- IN-SOURCING OF THE ROAD GULLY CLEANING SERVICE**
(Pages 1 - 6)
 - Response to reasons for call in
4. **UPDATE ON COMMUNITY RESILIENCE WORK UNDERTAKEN DURING COVID 19 (TO FOLLOW PAPER)** (Pages 7 - 30)

To receive a report from the Executive Director – Resources.

This page is intentionally left blank

(1) Reason why decision is being called in:

- 1. The report states that 20,000 gullies will be cleaned with an in-house team in comparison with the 15,000 that the current contractor carries out. However, there is no evidence in the report how many gullies could be cleaned if we paid a contractor another £11,000? The report only states how many more gullies could be cleaned by an in-house team with an increased budget, it fails to provide a comparison using a contractor with the same increased budget?**

The report proposes spending an additional £10,500 on gully cleaning. The current budget of £149,500 allows for approximately 15,000 gully cleans per annum. Most cleans are undertaken as part of a routine scheduled activity for a fixed price per gully. However, the budget also allows for some un-scheduled cleans on a call-out basis and some 'cleans' which require more time spent on gullies which are problematic. An additional payment of £10,500 to Ringway Jacobs would fund an extra 1,506 simple scheduled cleans or a smaller number of more problematic clearances.

We would need to pay Ringway Jacobs £184.5k to do a total of 20,000 cleans. This is based on an additional payment of £35k for an additional 5,000 'simple scheduled' cleans. The current cost of £149.5k reflects the nature and complexity of the existing workload and the in-sourcing option is based on the same workload.

- 2. The report states that an in-house team will be better because there will be more performance management but does not explain why the same performance management has not been applied to Ringway Jacobs? The report provides no explanation about the fact that LBE has been in charge of the contract and performance management of Ringway Jacobs, so it is the fault of the council if the contractor was not delivering. How will it be any better with the in-house team as it is the same department in charge of performance? The report does not state whether increased performance management could be included in a new contract with Ringway or any other company or whether it was even considered.**

The report does not state that there will be more performance management. It refers to improved performance management and states that "This in-sourcing proposal will enable improved performance management through direct control and a greater ability to prioritise resources to respond to any performance issues." This is because the workforce will be under the direct line management of the Council's Supervisor which will provide a more streamlined route for instructions, improved two-way communication between the gang and the instructing officers and quicker change control.

Due to the nature of the LoHAC contract efficiencies were gained at the tendering stages that enables the contractor to share resources across its contract area. This has meant that when there have been demands for gully

cleaning on the trunk road network ie the A10 and A406, Enfield has not had the service that it had expected and therefore delivery has suffered. The key issue is that Enfield has no control over the resource allocation of this service and the Contractor's own priorities for serving other clients. E.g. Transport for London. Financially the Council has not suffered as it only pays Ringway Jacobs for the actual number of gullies that they have cleaned.

The Council has over the period of the contract raised issues around performance of the gully cleaning service and the contractor's performance improved following these demands. However, they have not committed the level of resource to provide a consistent service to Enfield and the contractor has also admitted that it has at times failed to deliver the services which Enfield expected.

Over the last 12 months Council Officers and Ringway Jacobs have developed an improved working relationship which has led to an overall improved level of service from the contractor regarding the delivery of reactive highway maintenance activities. However, Council officers believe that the contractor's performance for gully cleaning has remained at a lower level than required because of their lack of scheduling the cleaning programmes in Enfield. This function would transfer to Enfield as part of the in-sourcing proposal and be undertaken by existing Council Officers who have a far better understanding of the network.

With direct control of this service we can instruct where to deploy the staff and vehicle through detailed programmes of work and redirect them whenever necessary, whether it be blocked gully or extreme weather event causing flooding. The team would be equipped to respond to all types of highway flooding and gully blockages and could be on site within 30mins of any daytime request, meaning that potential damage to property from highway flooding could be alleviated. The current contract provisions allow for a 1 hour response to attend the site and not necessarily to clear the issue at hand.

- 3. The report provides no competition on price or delivery. We do not know that in-house is the most cost effective, or the most comprehensive it is just taken as a given. How do we know that in-house is best tax payer value? The report does not show whatsoever, if in house is the best economically in comparison to any outside provider. It is just an assumption.**

Unfortunately due to the sensitive nature of procurement exercises the provision of comparable contractors' prices for gully cleaning has not been possible. It must be pointed out that authorities can often have different specifications for the works required which may place more onerous outputs on a contractor than another, which in turn can lead to higher prices. Gully cleaning can also be included as part of a wider service provision contract and may be "discounted" as resources could be shared.

For example Enfield's contract will pay for the cleaning of a gully, whereas TfL's contract will pay the contractor if they do not clean a gully but revisit it 3 times with the intention to have cleaned it.

However the report does identify that we have benchmarked labour costs and plant which have shown favourable comparisons for an in house delivery. For example, the contractor has shared the cost of the fleet vehicle with us and Enfield Fleet Services are able to offer the same vehicle for £10,000 a year less. TUPE information provided by the Contractor shows that staffing costs will be at a similar level to that used within the costed model. Paragraph 6.1.1. of the report identifies that the costs for labour and plant are the largest elements within the overall cost.

Enfield Council normally procures services based on an assessment of 'best value'. Contracts are therefore awarded on an evaluation of both quality and price. This report highlights the improved level of quality to be achieved through direct control of the service provision. In addition, through the minimal additional cost, a much higher level of output will be achieved.

4. The financial implications section does not mention the fact that we are agreeing an increase in cost when currently our finances are uncertain.

The report identifies that the additional funding will be contained within the current highways budget and will be provided from increased income associated with highway licences and streetworks permits/traffic orders. It is accepted that this income is not guaranteed but current indications suggest that this is achievable.

The report also identifies a commercial opportunity to generate income from non Council properties, which would provide additional funding which has, at this point, has not been quantified in this report.

5. The key risk section does not mention what the impact would be if there was a second wave of COVID-19 over the next year. There is only a small mention of Coronavirus.

A second wave of Covid-19 would be managed using the arrangements that the Council has put into place for managing its existing street services and in conjunction with the Governments recommendation in document "working safely during Covid-19 in construction and other outdoor work".

6. The report states that Ringway Jacobs has in the council's opinion provided a poor service but it is likely we will TUPE across the same staff that are delivering that level of service. The report does not state the actual cost of TUPE or how we would make sure the staff improve to deliver a better service?

The staff currently undertaking this operation have a right under the TUPE legislation to be considered for transfer. Any transferred staff will be managed by the current management arrangements within street scene services. The salaries of the existing operatives being considered for TUPE are within the costed model for the service. The performance of all staff within the Streetscene service would be managed by the current team and measurable outputs will be set as part of the new service.

- 7. The report also states that there will be some additional IT required. However, further into the report it mentions a MAP16 system but does not refer as to where that is in the costings, there is a potential further cost.**

The existing asset management monitoring system used by Ringway Jacobs specifically for gully cleaning is called Map16. Enfield's Highway Officers have been given access to this system by Ringway Jacobs and recommend its continued use after in-sourcing. It will enable historical cleaning records to be transferred and future cleaning programmes to be developed. The cost of £3k for this IT system has been allowed for in the cost model and identified in para 6.1.1 of the report. budget.

- 8. The report fails to mention whether there is a cost to in-sourcing prior to the end of the contract with Ringway Jacobs?**

Ringway Jacobs have been working with Enfield in providing all the relevant information for the potential in-sourcing and have confirmed that there will be no additional costs for the early termination of this element of the service contract.

- 9. The report does not explain how bringing the gully cleaning service inhouse delivers healthier communities [which is a council priority] just that there will be in-house labour which in itself does not deliver healthier communities.**

The provision of a gully cleaning service that is managed in house will ensure that all of Enfield's highway gully network and associated highway drainage is cleaned appropriately and any flooding can be responded to when required. By minimising potential road flooding both during "normal hours" and in emergency situations we will reduce potential hazards to both pedestrians and motorists. This will also reduce the potential for land or property adjacent to the highway being flooded.

In winter the reduction in any on highway flooding will reduce the possibility for ice to form on the road thereby making it safer to travel, meaning the potential for accidents is reduced making communities healthier.

The cleaning of road gullies will also reduce the possibility of any surface water contamination into the public sewer network by removing silt, mud, detritus and other objects found in a gully.

All the above will lead to a safer highway network and public realm throughout Enfield contributing to healthier communities

10. The report states that the council's priority is to build our local economy yet does not explain why it discounted using local businesses to deliver this service which would support and build the local economy which would be helpful to businesses post COVID-19?

The provision of the in-house service supports the local economy by the employment of staff that deliver the service. The waste arisings will be deposited at North London Waste facility, which is an Enfield partner.

It is recognised that the employment of a local business to undertake this work would support the local economy but para 4.2 identifies that this option would then deprive the Council of the benefits of direct service provision, identified elsewhere in the report.

This page is intentionally left blank

Covid-19 Enfield Stands Together Programme

Overview and Scrutiny
28 May 2020



Agenda

- Introduction by the Leader
- Community Resilience Partners
- Communications
- How the Service Evolved and what did we do
 - Inbound Service
 - Outbound Service
 - Food Deliveries
 - Online Forms
 - Pharmacy & Isolation Calls
 - Small Grants
 - Pantry
- Governance and Budget

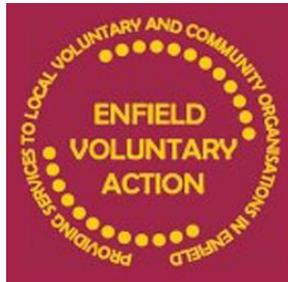
Introduction by the Leader



Community Resilience Forum

- Initial meeting on 19th March (met a total of four times)
- TOR and agenda in place
- *It is a time limited, task focused group, established to assist the local authority, with the help of key strategic community partners, in managing its community response to coronavirus pandemic through the 'Enfield Stands Together' programme.*
- Core partners (among others): Age UK Enfield, Citizens Advice, Enfield Carers Centre, Enfield Voluntary Action, North Enfield Food Bank, The Felix Project

Partners



And many more.....



Communications

Leader letters to 17,000
over 70s

Borough wide leaflet
drop

BAME groups, VCS
news bulletin and ethnic
local papers

Council website

Letters to shielded
residents with no
phone number

Email sent to Shielded
residents where email
address was known

Just giving page

Local Newspaper

Twitter/Facebook

How Enfield Stands Together Evolved

Week

1 & 2

3 & 4

5 & 6

7 & 8

Activity

23rd March 2020 – 5th April 2020

- Set up of #1966 inbound call centre in 24hrs, went live 25th March and over 1900 calls received in 2 weeks.
- Set up of a new CRM system WorkSmart for Shielded residents.
- Over 2400 Shielded residents called in 2 days.
- Over 2000 online forms completed.
- Food distribution warehouse opened 31/3 and 645 food parcels delivered in less than a week.
- Set up of isolation calls.

6th April 2020 – 19th April 2020

- Over 5600 calls received via #1966
- Over 4500 online forms completed.
- Over 6200 calls made to our shielded residents.
- Over 5500 food parcels delivered
- 2259 calls made in 4 days to all residents that requested help with pick of medication / prescriptions to inform them of new process.
- Over 270 isolation calls made
- Start up of the hot meals (Age UK)
- Set up of JustGiving Page

20th April 2020 - 3rd May 2020

- Over 8900 calls received via #1966.
- Over 6200 online forms completed
- 10,000 food parcel delivered in week 5 and over 12,800 in week 6.
- Pharmacy delivery service started 20th April and over 2300 deliveries made in 2 weeks.
- All 6856 shielded residents in WorkSmart called for the 2nd time.
- Over 690 isolation calls made.
- 607 calls made to local business re small business grant scheme
- Pantry opened 27th

4th May 2020 – 17th May 2020

- Over 10,000 calls received via #1966
- Over 6800 online forms completed
- Over 18,000 food parcels delivered.
- Over 4000 pharmacy deliveries made.
- 1275 follow up calls made to shielded residents.
- 3300 new Shielded residents details received.
- Over 1240 isolation calls made.

Number of Staff & Volunteers Supporting across Enfield Stands Together

LEAD OFFICER	AREA	NO OF STAFF	NO OF CONTACTORS	NO OF VOLUNTEERS	NO OF COUNCILLORS	NO OF MP'S
Paul Everitt	Supply Centre	29	0	280	13	1
Cheryl Headon	Stock and Hot Meals	6	0	0	0	0
Laura Martins	Prescriptions	4.5	14	55	0	0
Claire Reilly	Isolated Calls	66	0	13	22	0
Nene Udeozo	Data Coordination	3	0	0	0	0
Ade Aderemi / Maria Ellinas	Inbound and Outbound calls	390	0	0	0	0
Monica Tyson	Emergency Drop offs	7	33	0	0	0
Kelly Jones / Jayne M-B	Emergency triage	23	0	0	0	0
Sam Buckley	Data manager / WorkSmart Lead	2	0	0	0	0
Simon Gardner	Operations	1	0	0	0	0
Fay Hammond	Hub Lead	1	0	0	0	0
Shima Tailor	Communications	1	0	0	0	0
Totals		533.5	47	348	35	1



Volunteers

- There were approx. 1300 of volunteers that submitted an online form via our website:
<https://new.enfield.gov.uk/forms/covid-19-can-you-volunteer/>



Enfield Residents



Enfield Businesses



Cycle Confidence



Councillors



Metro Bank



Fire Brigade



Enfield Voluntary Action

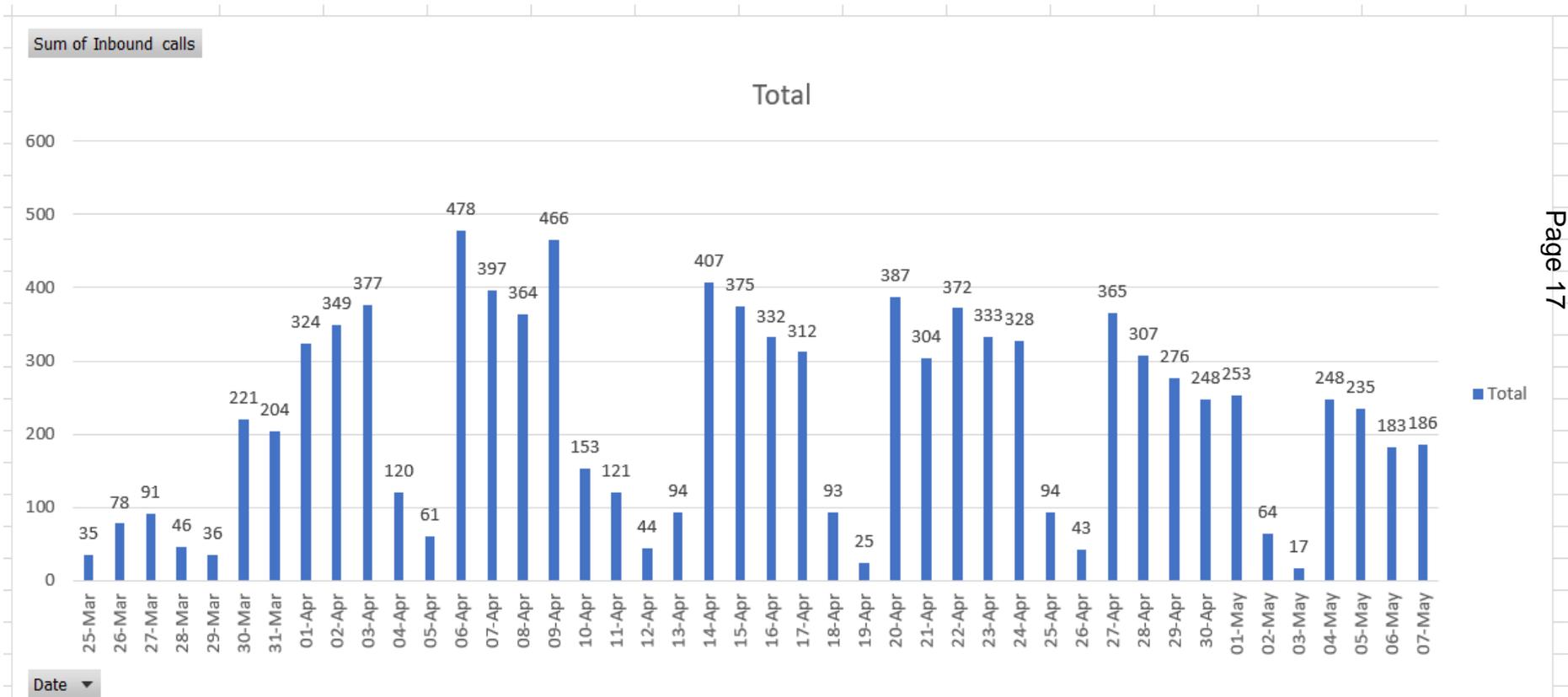
Inbound calls

- This service invites proactive contact from Enfield Residents using a dedicated number (**0203 821 1966**).
- This line also caters for contact made via an online form, where the resident is unable to complete the form without support. <https://new.enfield.gov.uk/forms/covid-19-community-support-request-form/> The inbound telephone sits on the **Skype for Business** platform.
- Typically, contact made either via telephone or webform would be a request for food, friendly call or support with picking up prescription (or any combination of the 3). The inbound service was subsequently expanded to include Financial Hardship referrals. Equally a website set up to support the Financial Hardship service <https://new.enfield.gov.uk/services/your-council/enfield-response-to-covid-19/financial-hardship/>
- Operating times of the inbound service is:
Monday – Friday 09:30 – 16:30
- For first 8 weeks:
Saturday – Sunday & Bank holidays 10:00 – 14:00



Inbound Calls

- Up to 7th May we have received 9660 calls to the Community Hub
- The Highest number was 478 calls on the 6th April
- The lower numbers tend to be on the weekend
- There has been a gradual reduction in calls



Outbound Calls – Shielded List



An outbound service was setup to call Enfield's most vulnerable residents from the Shielded list(s) provided by the NHS

- Initial Batch of 3,000 was received in March
- A further 3,000 were received in April
- A further 3,000 was received in late May that we are still processing
- We are receiving daily additions
- We have also received lists from the NHS of those people that they could not contact
- 15% needed food support
- Council role for shielded continues

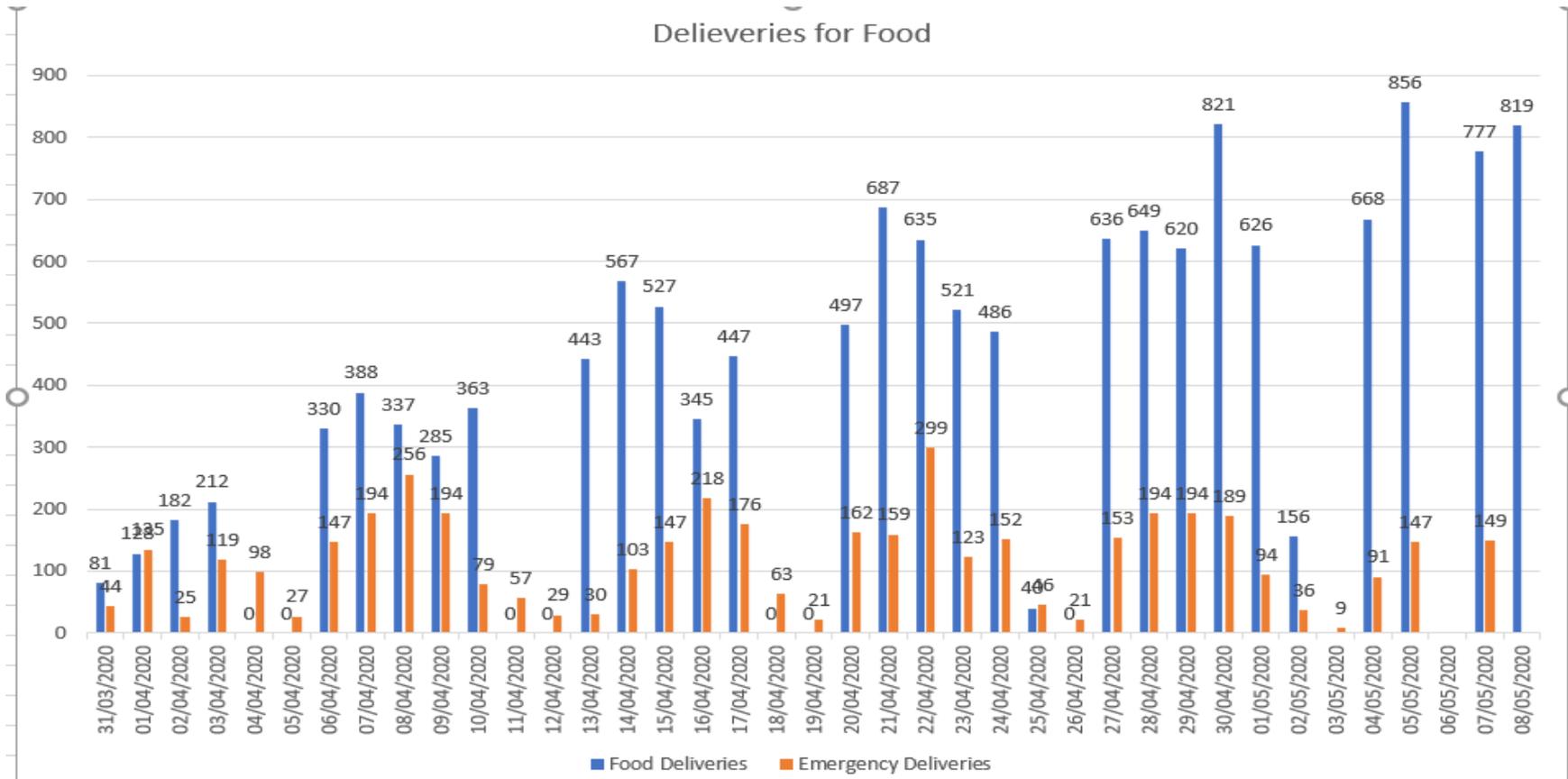
Outbound Shielded Cohort

- As of 10th May had 6,856 Shielded residents
- We have made over 18000 calls to these residents and sent 2500 letters
- The highest number of shielded residents is found within Enfield Highway (395) and Turkey Street (375)
- This table is in order by percentage of the Ward population that are shielded

Ward name	Population	70+	% 70+	Shielded Clients	% Shielded
Turkey Street	15759	1,268	8.0%	375	2.38%
Chase	14132	1,494	10.6%	327	2.31%
Enfield Highway	17268	1,291	7.5%	395	2.29%
Highlands	13426	2,126	15.8%	292	2.17%
Town	15167	1,858	12.3%	322	2.12%
Ponders End	15810	1,097	6.9%	309	1.95%
Palmers Green	15888	1,591	10.0%	310	1.95%
Bush Hill Park	14567	2,179	15.0%	281	1.93%
Southbury	15747	1,153	7.3%	298	1.89%
Southgate Green	14231	1,732	12.2%	260	1.83%
Jubilee	15291	1,295	8.5%	279	1.82%
Cockfosters	14322	2,136	14.9%	258	1.80%
Enfield Lock	18714	1,069	5.7%	329	1.76%
Haselbury	17449	1,173	6.7%	297	1.70%
Winchmore Hill	13673	1,618	11.8%	231	1.69%
Edmonton Green	19264	1,225	6.4%	312	1.62%
Upper Edmonton	19879	1,246	6.3%	321	1.61%
Grange	13462	1,911	14.2%	213	1.58%
Lower Edmonton	18083	1,193	6.6%	264	1.46%
Southgate	16070	1,811	11.3%	219	1.36%
Bowes	15667	1,223	7.8%	209	1.33%
Unknown Ward	0	0		126	0

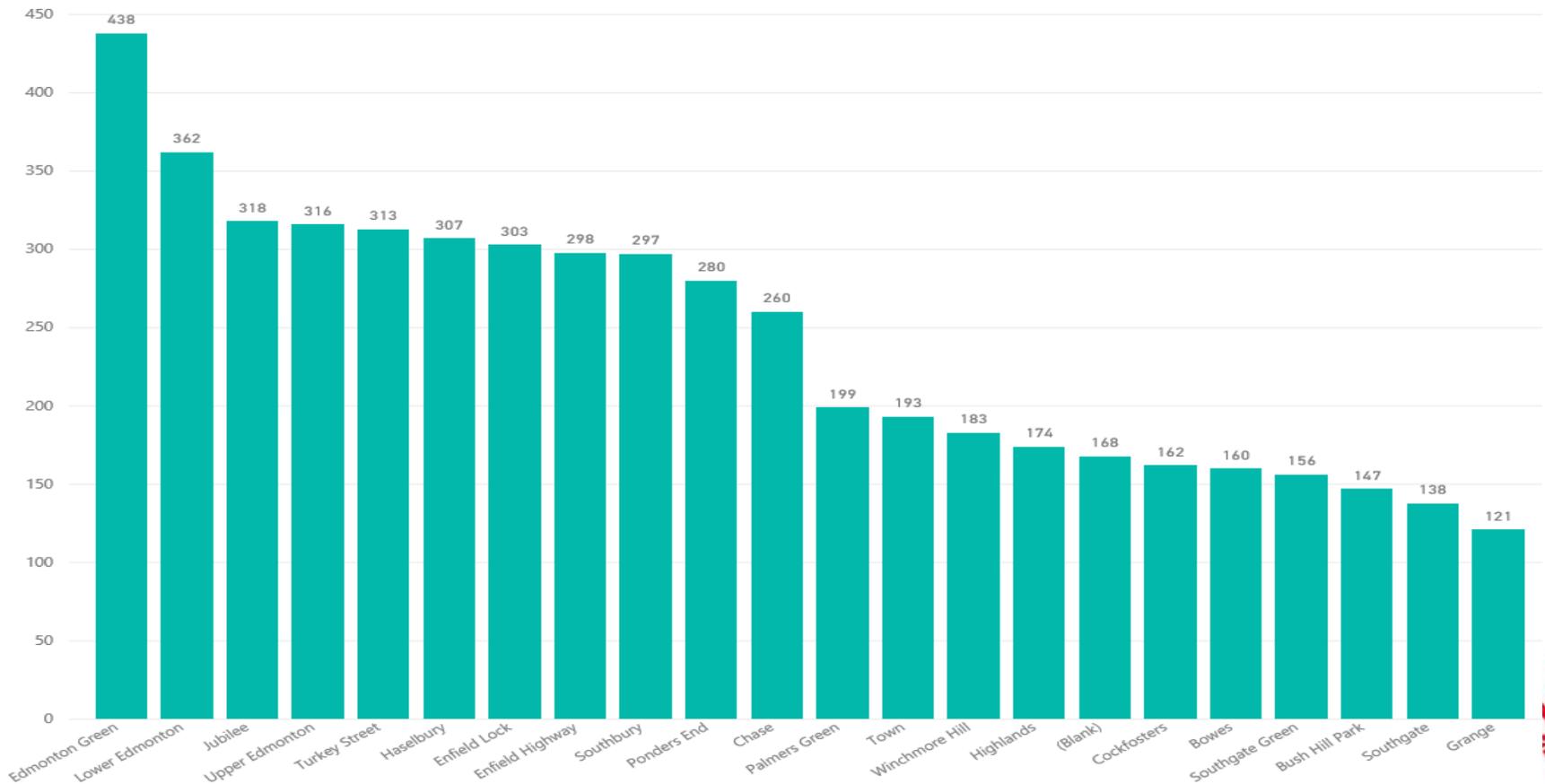
Food Deliveries

- The chart below shows the growth in food deliveries
- The chart covers ongoing and emergency deliveries



Food Requests by Ward

- The most common request is for support with food. This is over 70% of requests
- On a weekly basis we are delivering 2500 weekly food parcels
- A split by ward is below



Food Requests by Deprivation

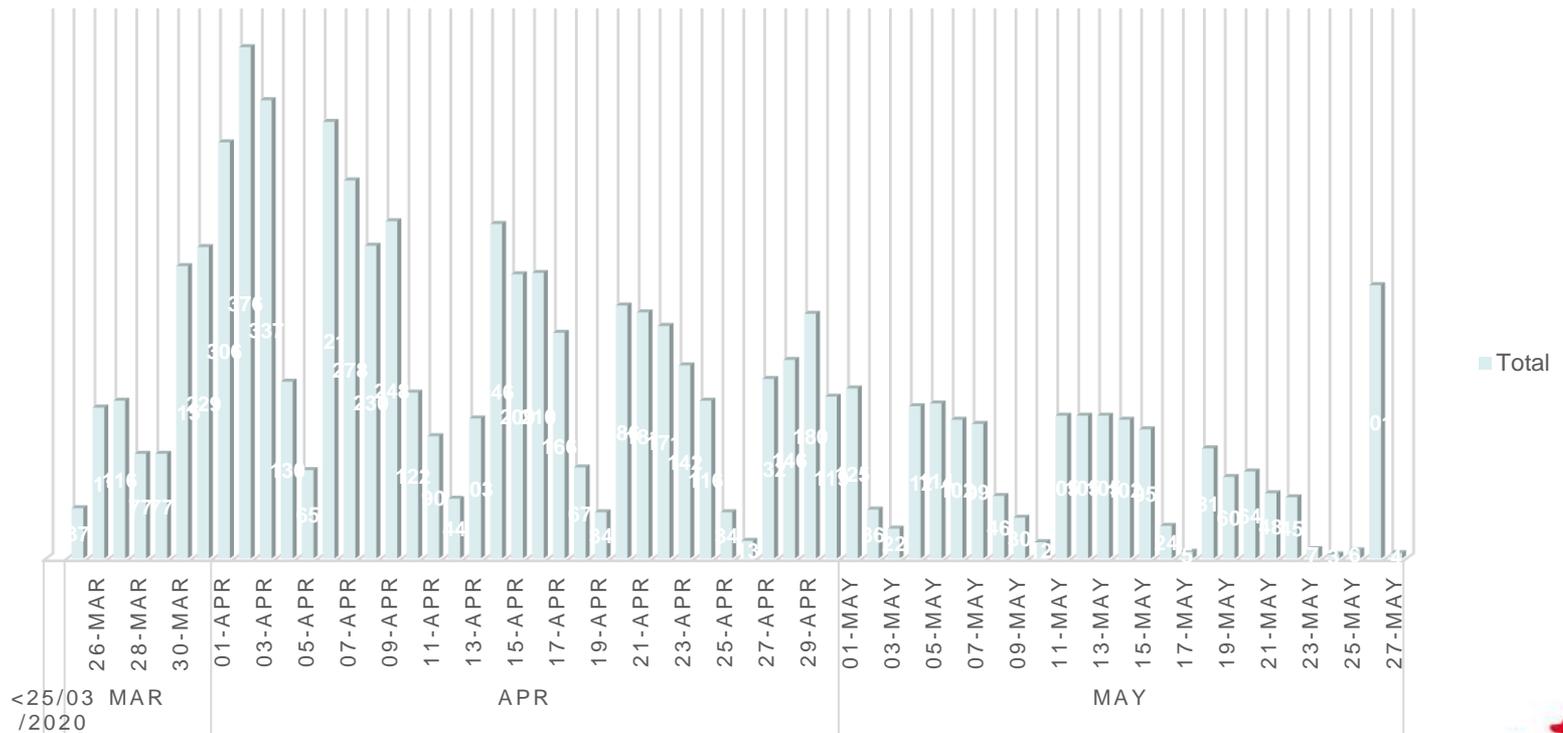
- Edmonton Green residents have made the most requests for Food
- There is a link with poverty in the borough
- The Deprivation Rank column shows the rank of the ward within England. The closest to 0 shows higher deprivation. Edmonton Green, Lower Edmonton, Upper Edmonton and Turkey Street based on the 2019 IMD data are our most deprived wards and these wards have generated the most requests for food parcels.

Ward name	Population	Deprivation Rank within England	Deprivation decile	Shielded Clients	% Shielded	1966 Food Requests
Edmonton Green	19264	388	1	312	1.62%	411
Lower Edmonton	18083	737	2	264	1.46%	345
Upper Edmonton	19879	662	1	321	1.61%	304
Haselbury	17449	987	2	297	1.70%	300
Jubilee	15291	920	2	279	1.82%	299
Turkey Street	15759	732	2	375	2.38%	295
Enfield Lock	18714	955	2	329	1.76%	287
Southbury	15747	1,282	2	298	1.89%	287
Enfield Highway	17268	871	2	395	2.29%	286
Ponders End	15810	786	2	309	1.95%	271
Chase	14132	1,681	3	327	2.31%	248
Palmers Green	15888	2,584	4	310	1.95%	194
Town	15167	3,234	5	322	2.12%	188
Winchmore Hill	13673	4,645	7	231	1.69%	181
Highlands	13426	3,648	6	292	2.17%	166
Cockfosters	14322	3,659	6	258	1.80%	156
Bowes	15667	2,419	4	209	1.33%	153
Southgate Green	14231	3,412	5	260	1.83%	147
Bush Hill Park	14567	4,345	7	281	1.93%	144
Southgate	16070	4,341	7	219	1.36%	132
Grange	13462	4,816	7	213	1.58%	119

Number of Online Forms

- At the peak we have 376 webforms

WEBFORM'S RECEIVED BY DATE



Pharmacy Support and Self Isolation Calls

Pharmacy Deliveries

- Since the 20th April we have supported with 6,555 deliveries of medicines to residents.
- Number of volunteers: 55 and 14 Cycle Confidence
- Number of pharmacies involved: 60
- Number of hospitals involved: 2

Isolation Calls

- Up to the 5th May we have made over 1,700 friendly phone calls to support people feeling isolated.
- Number of volunteers: 13
- Number of Councillors: 22

Enfield Stands Together: Small Grants for Cooked Food programme (May 2020)

- Targeted small grants launched worth £20,000 to help local communities get cooked food to those isolated
- 20 bids received worth £45,000
- 14 bids approved worth £27,719 (slight overspend)
- 11 successful bids from BAME led groups
- Strong focus on our most deprived wards
- Up to 11,740 extra cooked meals being made available to some of our most vulnerable residents

Pantry

A community pantry was set up in partnership with the Felix Project. This was opened on 27th April for three days a week to allow groups and charities who support their communities with cooked meals to pick up essential food supplies and ingredients.

- Online form was created. <https://new.enfield.gov.uk/forms/covid-19-community-pantry-food-request-form/>
- There are 5 community groups that have registered, and over 5028 households supported.
- Basic food items include: rice, pasta, bread, tin tuna, tomatoes, flour, fresh fruit and vegetables. This was organised by LBE internal school catering team to ensure a balanced and nutritional selection.



Governance and Budget

- Internal Project management board
- EST report and updates to Gold and Silver throughout the period
- Updates to Cabinet Member for Finance, Leader and Shadow Cabinet Member for Finance
- Budget reported to Cabinet as part of Covid19 Finance report
- Enfield Stands Together separate bank account for JustGiving donations with process signed off with audit, all funds will go directly to the cost of food and essential supplies for our vulnerable residents.

Budget

- Original estimate £1m, however need arose and estimate now in the region of £2m as reported to Cabinet:

	March to July estimate
Food	£1,680,000
Rent and other building costs	£220,000
Staffing costs	£60,000
Grant	£40,000
Total	£2,000,000

Enfield Stands Together Team



This page is intentionally left blank