

The Impact of Covid on Performance

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Striving for excellence



Contents

- Changes in Service Delivery
- Resource Focus
- Changes in Customer Behaviour
- Increasing Web Activity
- An increasing Need
- The Impact on Local Economy
- Staffing Impact
- Impact on Key Performance Indicators (KPIs)
- Next Steps and Summary

Changes in Service Delivery

- Although a number of services were changed and adjusted in terms of their delivery due to Covid 19 the Council remained open for business.
- Changes to delivery included
 - Customer contact diverted to Web and Phone
 - Council Buildings Closed for Face to Face
 - Leisure Centre Activity Suspended
 - Libraries Closed from 23rd March with an extended Digital Offer
 - 2 Flagship Libraries re-opened on 13th July
 - Council Led Art Activities Suspended
 - Theatres Closed
 - Schools Closed
 - Care Homes Affected
 - Youth Centres Closed

Changes in Service Delivery

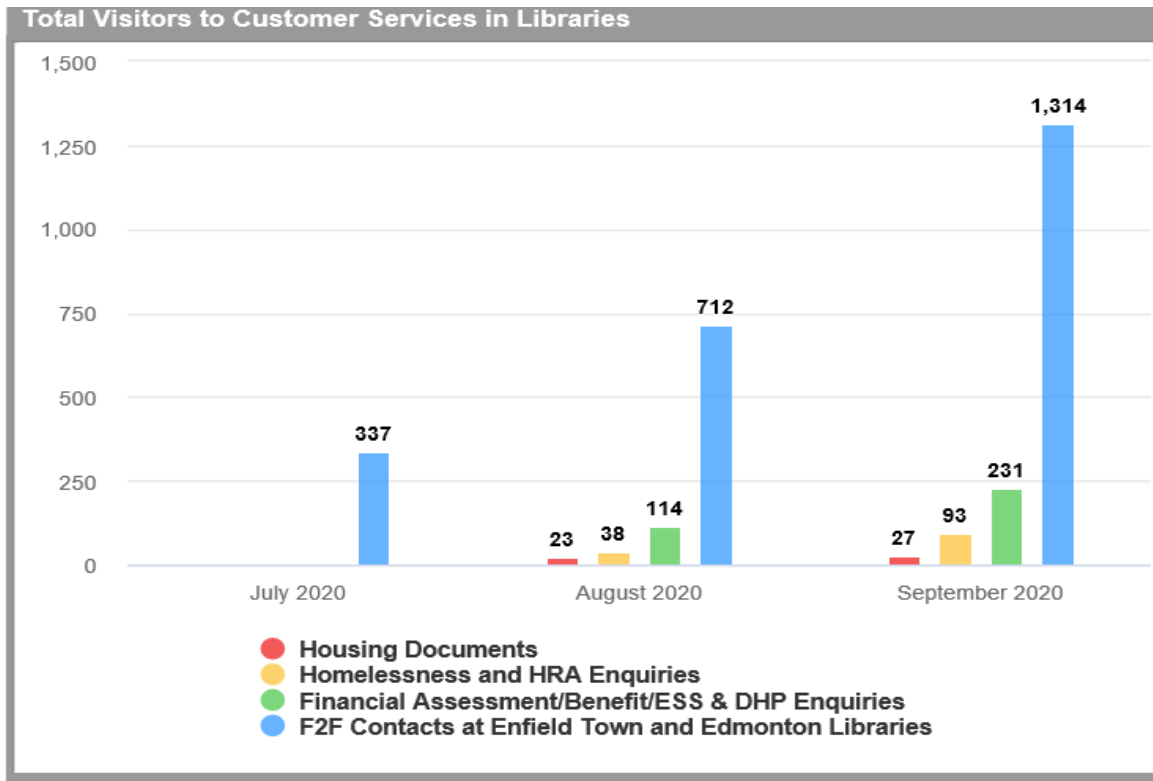
- Nationally Delayed Transfer of Care (DTOC) Reporting Suspended
- There was a reduced level of Face to Face Assessments and home visits across some services such as Housing and Social Care
- Key developments in services such as Housing to support residents who would have used face to face contact (Next slide)
- Community Hubs have opened with co-located services to offer rounded service to residents

Service Delivery Changes - Housing

- The homelessness services have been at the frontline of the Council's response to the Covid Pandemic. During this period the service has adapted to a completely new way of working whilst also developing and managing a range of new services.
 - Service provided Emergency accommodation
 - Focus and support for Domestic Abuse Team
 - Contacted and Supported TA and NRPF clients
- With John Wilkes House being closed a phone line was established
- All clients contacted to give details of caseworker
- Staff now co-located at Libraries to offer support
- Mobile phones are given to residents with no access to a phone
- Communications and posters have been issued with contact details
- Landlord Line set up
- Outreach team established

Customer Services after re-opening

- Community Hubs are now established at Flagship Libraries
- Visitors increasing to Community Hubs
- Graph shows numbers and reasons for customer visits



Some Resources Diverted

- Enfield Stands Together (EST) established and prioritised as a Council in this period.
- Wide Ranging support offered and appreciated by residents
- Adjusting Service operations in response to Covid
- Additional resources diverted to key tasks
 - Business Rate Relief and Business Grants
 - Council Tax Hardship Funding
 - Support Financial Hardship Referrals
 - Test, Track and Trace
 - Increased Government and MHCLG returns
 - Workforce Planning
 - Emergency Planning (Sitrep) Data Returns
 - Registrars to Register Deaths

Changes in Customer Behaviour

- Covid 19 brought initial changes in the way customers interact with the Council.
- During the initial lockdown between April & beginning of June there was a reduction in customer contact overall;
 - A 51% reduction in Web traffic (April – May),
 - A 11% reduction in Web Payments (April – June),
 - A 5.4% reduction in telephone call volumes (April – June),
 - Face to Face contact was suspended across Libraries and Contact Centres
- In contrast was a sharp increase in Web chats due to matters of Waste collection coinciding with the change over to an alternate weekly collection cycle.
- Whilst Face to Face saw a continued reduction, web and telephony contact increased from end of May onwards.

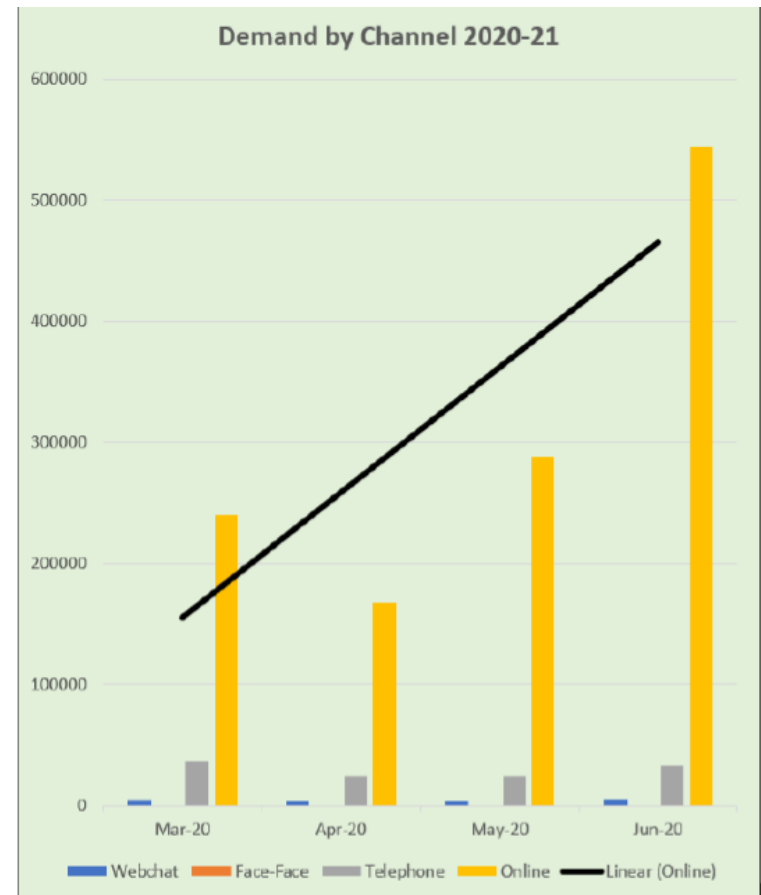
Web Activity

- There was a Increase in Web Activity after May with the following pages popular

23 MARCH – 31 AUGUST, 2020

<https://new.enfield.gov.uk/services/your-council/enfield-response-to-covid-19/>

<u>TOTAL PAGE VIEWS</u>	<u>70,732</u> (3.27% OF 2.1M TOTAL)
1. COVID-19 HOMEPAGE	26,254
2. FINANCIAL HARDSHIP	18,849
3. REGISTER OFFICE	3,278
4. PARKING & TRAVEL	3,242
5. LIBRARIES	2,869
6. ADVICE FOR BUSINESSES	1,793
7. COMMUNITY SUPPORT	1,467
8. PARKS AND OPEN SPACES	1,463
9. HOMELESSNES	755
10. CIVIC CENTRE	629

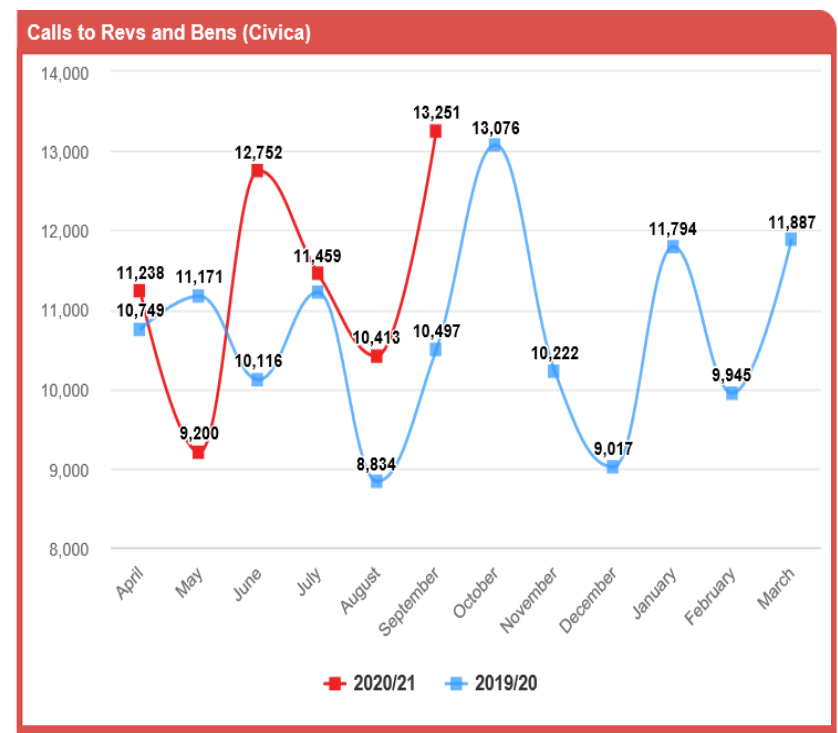
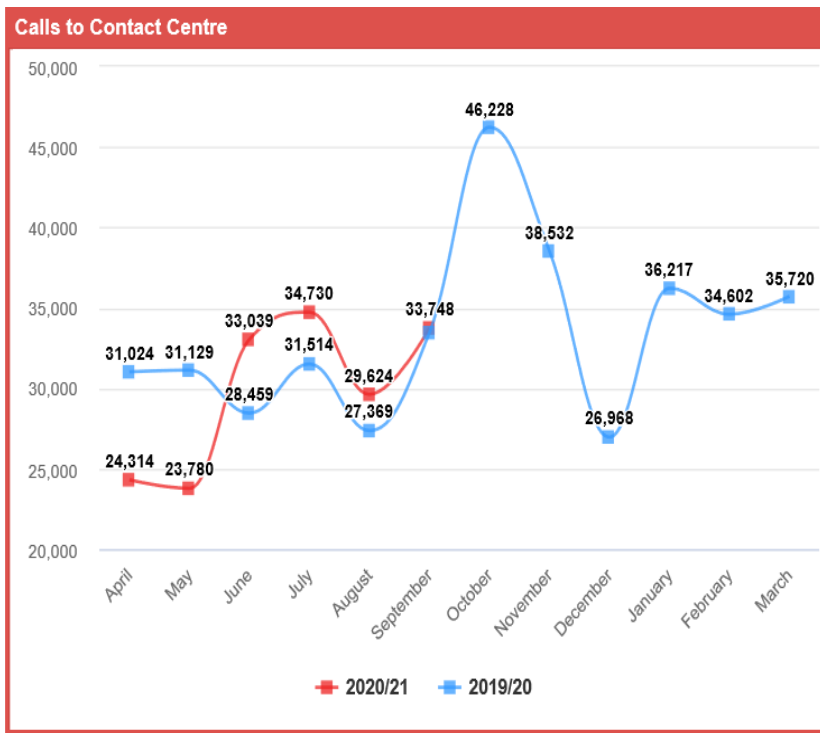


Council



Increasing call Volume

April and May saw a reduction in calls before a increase in June



Increasing need

- Council Tax Support Caseload increased from 35,862 to 37,096 between March 2020 and September 2020
- Welfare Advice and Debt Support Team commenced in March 2020. Established to support the most vulnerable residents with income and debt issues, preventing homelessness and improving health and wellbeing by working together with our referring partners.
 - By October, 1212 Covid Related Referrals for Financial hardship
 - By October , 419 non Covid Related Referrals
- Increase in Council Tax Queries. Between April and September 46,517 calls compared to 33,864 in 2019 reflecting increased need and work for services.

Impact on local economy

- Covid 19 has had an impact on the wider local economy that impacts our residents
 - Seen through a 6.1% reduction in Business start ups (up to August 2020)
 - 52,800 Enfield residents furloughed (August 2020)
 - Job Claimant numbers in Enfield have risen and in August 2020 stood at 19,265. This equates to 902 job claimants for every 10,000 people of working age in Enfield and compares with a Claimant Rate of 800 for the whole of London.
- Reduction and spend in footfall in Town Centres

Impact on Economy - Construction Projects

- Council is actively monitoring impact on all our suppliers to assess resilience
- Currently 8 suppliers identified as high risk. These are reviewed at Place Procurement Board monthly
- COVID had programme impacts as works had to stop at the peak of lockdown
- Financial impact is still being evaluated and is too early to determine such as cost increases

Staffing Impact

- Council continued to operate fully and efficiently
- Working patterns changed quickly
 - Increase in home working with up to 80% of staff logging on remotely at home
 - Staff working flexible hours to support residents
- Staff were deployed to EST Projects
 - Up to 200 staff for example supporting Phone calls
- Staff sickness increased
 - The Average Sick days lost went up 0.28 days between April and June 2020 in comparison to 2019
 - 2118 working Days lost through Covid Related Sickness
 - A reduction in sickness due to Anxiety and Stress

Impact on Key Performance Indicators

- We are closely tracking Performance across all services
- Performance was maintained across the majority of Services
- Between April-June (Quarter 1) 55% KPIS were rated as Green and were exceeding targets, 16% were Amber and on track. 29% were Red but had mitigation plans in place and many of these were directly impacted by Covid 19.
- Planning and Telephony performance had improved, 2 areas which had been under scrutiny for not achieving targets
- Within the Chief Exec department there has been:
 - Reduced performance in FOI compliance
 - Reduction in resolution of complaints within 8 days
 - Reduction in Compliance with MEQs

Impact on KPIS (Place Department)

- Increase in Temporary Accommodation Numbers
 - 3553 (June 2020) increased from 3474 in March 2020
- Volume of Council Homes Emergency Repairs completed has reduced
 - Contractors were only attending to those classified as emergency or urgent repairs.
- Gas and Safety Checks prioritised for Vulnerable and Shielded residents so a backlog was created
- Increase in Waste volumes as people change work patterns
- Improved performance in Planning
- Land Charge team saw a significant drop off in searches initially and then a big rise from June

Impact on KPIS (Place Department)

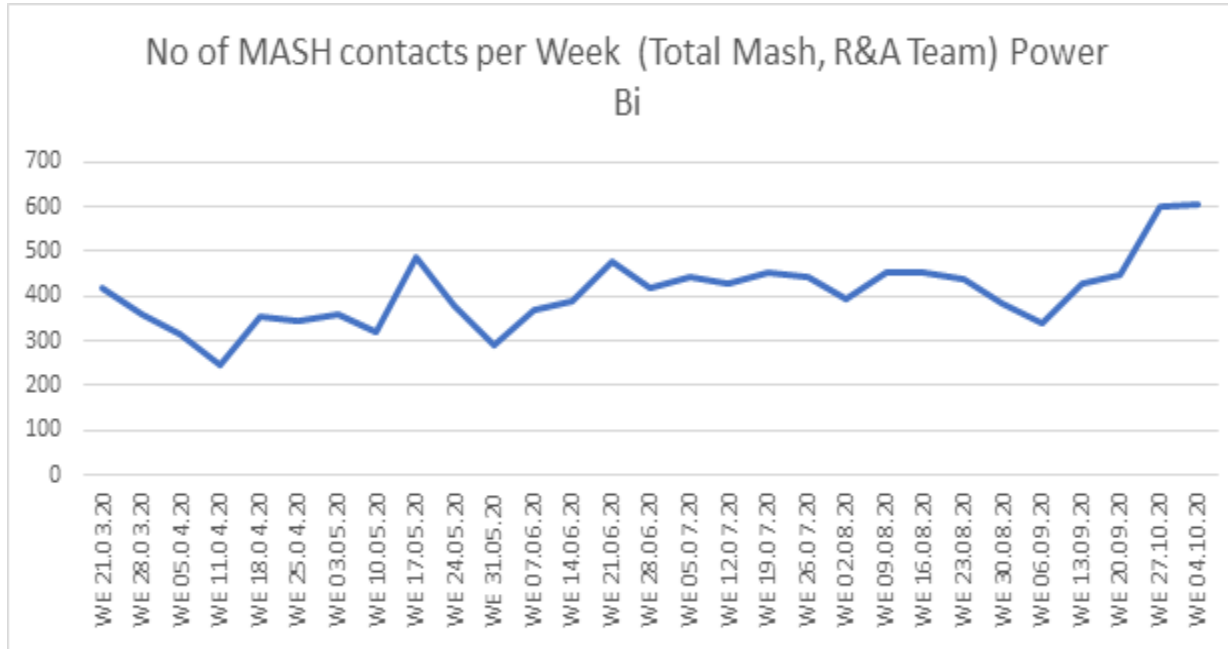
- Has been a Financial and performance impact from Covid 19 from extra costs for Waste and Street Scene Services
 - Kept regular collections going
 - Increasing more rounds as more waste generated for Street Scene
 - Resources diverted to parks management

Impact on KPIS (People Department)

- Lower Admissions to Residential and Nursing Care
- Reduced Percentage of Adults with Learning Difficulties in Employment
 - 15.8% as of June 2020 in employment in comparison with 18.4% last year.
 - Linked to wider impact on Employment figures by Covid
- Adult Social Care Reviews
 - 14.7% Clients reviewed between April and June vs 21.9% same period last year
 - unable to undertake face to face assessment which are the criteria to be reported as this is national criteria
 - Residents supported by phone contact and other methods

Impact on KPIS (People Department)

- Increase in Contacts to Children's Social Care



- There has been a rise in Child Protection Plans
- The Number of Looked After Children maintained
- Domestic Abuse Hub set up supporting residents

Impact on KPIS (People Department)

- Covid had an impact on Community Safety. Some of these saw a positive trend and others a negative trend
 - Residential Burglary, there was a 59.2% decrease from last year
 - 58.3% reduction in Serious Youth Violence
 - 54.5% reduction in Knife Crime
 - Domestic Abuse incidents 21% increase between April and June in comparison same period last year
 - 173% increase in Anti Social behaviour comparing April to June 2019 to 2020

Public Health Commissioning

- Staff redeployment in services delivered by the NHS, this was minimal for the 0-19 service and had more of an impact on the sexual health service.
- All services reduced the delivery of face to face contacts. Systems were implemented to identify patients who could be supported virtually.
- Risk management approaches were quickly implemented to ensure high risk and complex patients were fully supported
- Closure of schools significantly impacted, in particular the performance of the school nursing service, the national child measurement programme, the oral health service and the young people's substance misuse.
- Delivery of pharmacy based services were impacted, sites were able to continue to deliver emergency hormonal contraception, condoms and chlamydia testing throughout the entire period.
- The move to virtual appointments by GP surgeries impacted the delivery of health checks and GP based sexual health services.
- Services are still affected by the pandemic, ongoing use of virtual contacts, some patients reluctant to come to services, schools and parents wanting to minimise contact with additional people and reduced capacity due to infection control procedures.

Impact on KPIS (Resources Department)

- Telephone Answer Rates improved
 - Figure of 97.5% highest in 3 years
- Telephone Average Wait Times reduced
 - 34 second Wait time in comparison 3 minute target
 - Reduction in demand and improved processes
- Customer Services Satisfaction increased with Web Chat and Volumes increasing
 - Increased Demand for Web Chat
 - Training programme rolled out across the service
- Increase in use of E-Books and E-Newsletters in libraries
 - Big increase in Libraries digital offer
- Improved performance in Housing Benefits Overpayments recovered
 - (This is combination of fewer new overpayment recovery cases and a reduction in DWP data matching. The DWP stopped the Council from deducting payments from DWP administered benefits during lockdown and suspended new referrals)

Next Steps and Summary

- Council continues to operate fully and efficiently
- Development of a dashboard with cross council Indicators that looks at demand patterns and pressures to inform all services
- Working with Partners and using information to develop services
- Remodelling KPIS – learning from Covid and supporting the Early Help and Prevention agenda in new Corporate Plan
- Continuing to support Residents and Businesses
 - Exploring kickstart brokerage for SMEs
 - Contacting shielded residents to understand future need and offer Emergency Support
 - Test, Track and Trace
 - Processing payments for those Low income families impacted by Test, Track and Trace
 - Supporting Families to be financially resilient
 - Supporting Vulnerable Residents