

Breckland's Response to COVID19

Overview & Scrutiny Commission, 16 July 2020

Breckland's Response to COVID19 Overview

Executive Director of Strategy & Governance

Maxine O'Mahony

Executive Director of Place

Rob Walker

We'd like to start with some thanks...

- To the Members of this Council
- To our colleagues, including those in the leadership team
- To our partners from across Norfolk
- To the volunteers and local voluntary and community sector

- The pandemic has tested and challenged
- The response to COVID19 has been a truly collaborative effort
- We are proud to have been a small part of this team

Impact of COVID19 in Breckland

				ONS Registered Deaths (up to 03/07/20)	
Local Authority	Population Size (2019 mid-year estimate)	Confirmed Cumulative Infections (Reported at 13/07/20)	Infection rate per 100,000 (As at 13/07/20)	No of Deaths	Deaths per 100,000
Kings Lynn & West Norfolk	151,383	848	558.6	142	93.8
Great Yarmouth	99,336	339	341.1	49	49.33
Broadland	130,783	407	314.4	71	54.29
Breckland	139,968	430	308.6	89	63.59
South Norfolk	140,880	325	235.5	54	38.33
North Norfolk	104,837	218	208.5	52	49.6
Norwich	140,573	293	207.6	23	16.36

Delivering for Breckland

We have determined
452
planning applications



Provided at
rough sleepers

in Breckland with temporary accommodation since the start of the pandemic



Over
175

food businesses have been supported in supplying take-away food in a safe way



Did you know we empty
11,000
garden bins each week



#teamwork

95%

of our staff have been working from home to maintain services for our community



Did you know we collect
61,000
household bins each week



assisted

3,500
people via our customer contact centre



Coronavirus: our response in numbers

Caring for our communities in Breckland

150

volunteers are supporting our response



Over

200

doorstep welfare checks by volunteers



We have donated
£10,000
to support our local foodbanks



3,400
household welfare check telephone calls were made to vulnerable Breckland residents



We have delivered over

500

food parcels to residents in need



Over

10,000

household meals have been delivered to vulnerable Breckland residents



We have donated
£20,000
to support our local foodbanks



Our discretionary support fund has released grants worth
£568k
across 91 businesses



Supporting businesses in Breckland

Around
85%

of businesses eligible for support have come forward to receive a grant, and work continues to encourage the rest to engage



We have processed
£26.8m

in business grants to
2,369 businesses



We have reduced
747

business rates to zero %...
at a cost of

£13.6m



Our Focus

- Economy
- Vulnerability
- Critical Services
- Infrastructure
- Communications and Customer Service
- Governance
- Resources
- Recovery

Performance Report

Executive Member for Governance
Councillor Sarah Suggitt

Supporting communities & businesses

- Over 2,000 shielded residents were contacted with over 3,700 total calls made
- Over £28m of grant funding directly to 2,400 Breckland businesses
- No one in the district 'rough sleeping' and over 125 people supported with accommodation
- Over 15,000 meals and 595 medical prescriptions delivered

Changes at the Council

- 16,000 more visitors to the website compared to last year
- Less than 250 calls per day to the contact centre
- Appointment service offered – where needed – none required after effective triage
- Over 700 new subscribers to the councils garden waste since the end of last year
- Increase in planning applications received
- Enhanced IT provision to fully enable remote working for officers (95% coverage)
- A programme of virtual committee meetings up and running with high participation
- Recommencement of major projects such as Snetterton and Breckland Bridge

Changes at the Council

- Accelerated transformation with a unique opportunity to **Build Back Stronger**
- Maintained delivery of all critical services throughout Covid19 pandemic
- Whilst there have been some Operational benefits (reduced recycling contamination rate and increased tonnage) many issues remain (fly tipping)
- Changes to the way we communicate with our residents
- Continuing to work towards an agile workforce

Commercial Assets Update

Executive Member for Contracts and Assets
Councillor Paul Hewett

Occupancy

	18/19 Average	19/20 Average	20/21 Current Qtr Actual	20/21 Target
Main Portfolio	90%	97%	97%	98%
Business Centre Dereham	93%	93%	92%	93%
Business Centre Thetford	87%	84%	84%	85%

Gross Income and Yield

	18/19 Outturn	19/20 Outturn	20/21 Current Qtr Actual	20/21 Target
Main Portfolio	£2,704	£2,990	£2,922k	£3,064k
Business Centre Dereham	£154k	£157k	£153k	£156k
Business Centre Thetford	£168k	£177k	£183k	£174k
Total	£3,026k	£3,324k	£3,258k	£3,394k

17/18	18/19	19/20	20/21
7.3%	8.0%	7.1% (Target 6%)	(Target 6%)

COVID19 Support to Tenants

- Continued to market properties and continue to let properties
- Continued to open serviced office accommodation –
- Enabled ‘key worker’ tenants like DWP / NCC Social Services – to remain operational
- Tried to maintain business as usual

PLUS...

- Programme of proactively keeping in touch with the tenants
- Created a Rent Deferment Scheme
- Lease variations where required
- Rent arrears management – in light of new legislation
- Increased case-load

Local Intelligence

- Commercial property portfolio continues to perform well – at this time – timing issue
- Majority of the portfolio is industrial space – least effected compared to retail, hospitality and leisure sector – hardest hit
- But...have some large tenants in key sectors effected
- Arrears are still at the levels we would expect...slightly more challenging
- Short term view
- Business grants - lifeline

National Intelligence

- No concrete position on future
- Quarterly rents for March – too early to analyse impact – but now seeing effect of June quarter payments
- Retail rent collections down to 30%
- Issues with larger retail and hospitality chains – seeking alternative support i.e. CVAs
- Office demand expect to change
- Industrial demand previously strong and expect to stay stable – e-commerce assisting
- Harder lease terms
- COVID19 rent collection legislation stopping landlords evicting tenants for non-payment of rent extended from June to September
- Unsettling for business that have commercial property as an overhead



HR Report

Executive Director of Strategy & Governance

Maxine O'Mahony

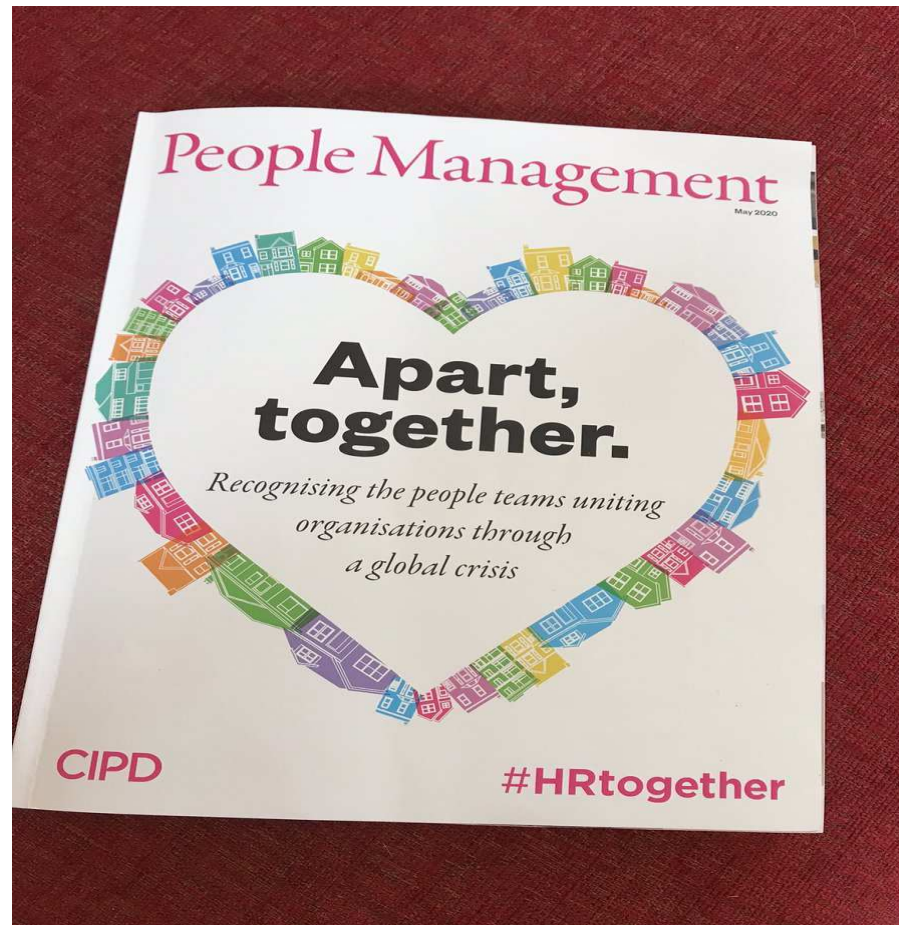


Workforce Strategy

- A good work-life Balance
- The appropriate technology, tools and resources to do the job – be more digital
- Supportive Managers
- Flexibility (in work)
- Wellbeing is important
- A job where we can make a difference
- To feel connected
- A work environment which is safe, comfortable and suits the needs of their role



Change



Successes

97%

- Staff working from home

93%

- Able to do their job **fully from home**
- 7% are customer services who found it more challenging

92%

- Staff feel **trusted** to work remotely

80%

- Believe that they are using their time effectively

53%

- Feel productivity had stayed the same
- 30% feel productivity has **increased.**



Breckle

Supporting Our People

- Virtual monthly 1-1 welfare check In's
- Weekly Virtual Team Meetings
- Virtual Desk Assessments available for all staff
- Training for Managers: Managing in an agile environment
- Training for staff: Working in an agile environment
- Training for Teams: Delivering our services in an agile environment



Wellbeing

- Mental Health First Aider drop in sessions
- Men's Shed
- Women's Shed
- Mixed Shed
- Access to BDC employee assistance service
- Social Facebook Page

What the Staff say



Very useful to have a weekly update from Communications about what's going on

What's working well is, the flexibility, reduced travel time, being able to just get your head down and get on, video conferencing facilities and great

IT is working at it's best

I miss the office environment but equally I enjoy working at home and I feel I am more productive.

Can be really challenging working in isolation but the technology allows everyone to link up quickly.

Really enjoyed the opportunities to be redeployed and feel like we are making a difference for our vulnerable residents

I feel more connected than ever with my team

Going forward I would like to have a balance of working from home as we have proved we can deliver our services effectively in an agile environment.

Operational Recovery

Executive Manager for People & Innovation

Jason Cole



Operational Recovery: Structure and Delivery

- Governance Framework
 - Operational Recovery Plan
 - Phased Reintroduction of Services Roadmap
 - BUILD BACK STRONGER
-
- Phase 1 and Phase 2 - COMPLETE
 - Adapt to guidance changes
 - Still a great deal to deliver across phases 3, 4 and 5

BRECKLAND ROADMAP

May

Response phase: Critical services only. Place-based management. No face-to-face customer service. Elizabeth House to go unoccupied. Virtual Committee Panel.

July

Transition phase: Economic Recovery work. Vulnerability work started. Place-based services phased return. Place-based management with some sharing. L10 face-to-face customer service. Elizabeth House open 40 people. Virtual Cabinet. Cabinet & Working. Budget review completed.

September

Recovery phase: Economic Recovery work. Vulnerability work. All non-critical services returned. Place-based management with some sharing. Shared CMT oversight. L10 face-to-face customer service. Elizabeth House (reopened one). Full virtual committee cycle. Budget review completed.

November

Normalisation phase: Economic Recovery work. Vulnerability work. All non-critical services returned. Place-based management with some sharing. Shared CMT oversight. Full face-to-face customer service. Elizabeth House (full open). Full virtual committee cycle.

January

Normalisation phase: Economic Recovery work. Vulnerability work. All non-critical services returned. Place-based management with some sharing. Shared CMT oversight. Full face-to-face customer service. Elizabeth House (full open). Full committee cycle with Social distancing.

2020
2021

June

Transition phase: Economic Recovery work started. Non-critical services phased return. Place-based management with some sharing. L10 face-to-face customer service. Elizabeth House (open 40 people). Virtual Cabinet & Working. Review key work programmes (e.g. growth Workdown).

August

Recovery phase: Economic Recovery work. Vulnerability work. Non-critical services phased return. Place-based management with some sharing. L10 face-to-face customer service. Elizabeth House (open 40 people). Full committee cycle.

October

Recovery phase: Economic Recovery work. Vulnerability work. All non-critical services returned. Place-based management with some sharing. Shared CMT oversight. L10 face-to-face customer service. Elizabeth House (reopened one). Full virtual committee cycle. Shared Corporate Plan changes.

December

Normalisation phase: Economic Recovery work. Vulnerability work. All non-critical services returned. Place-based management with some sharing. Shared CMT oversight. Full face-to-face customer service. Elizabeth House (full open). Full committee cycle with Social distancing.

February

Completion phase: Economic Recovery work. Vulnerability work. Full services. Shared Management. Elizabeth House (full open). Full committee cycle.



Do business with

CONFIDENCE

Sustaining job. Supporting business. Driving our economic recovery.

Questions?



Breckle