

Appendix 2

Performance Review: Planning Application Profile: Major, Minor and Others



Generated on: 4th October 2018

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																										
<p>% MAJOR applications determined within target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% MAJOR applications determined within target</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>66.7%</td></tr> <tr><td>Q2 2016/17</td><td>91.7%</td></tr> <tr><td>Q3 2016/17</td><td>77.8%</td></tr> <tr><td>Q4 2016/17</td><td>100%</td></tr> <tr><td>Q1 2017/18</td><td>100%</td></tr> <tr><td>Q2 2017/18</td><td>66.7%</td></tr> <tr><td>Q3 2017/18</td><td>71.4%</td></tr> <tr><td>Q4 2017/18</td><td>90%</td></tr> <tr><td>Q1 2018/19</td><td>87.5%</td></tr> <tr><td>Q2 2018/19</td><td></td></tr> <tr><td>Q3 2018/19</td><td></td></tr> <tr><td>Q4 2018/19</td><td></td></tr> </tbody> </table>	Quarter	% MAJOR applications determined within target	Q1 2016/17	66.7%	Q2 2016/17	91.7%	Q3 2016/17	77.8%	Q4 2016/17	100%	Q1 2017/18	100%	Q2 2017/18	66.7%	Q3 2017/18	71.4%	Q4 2017/18	90%	Q1 2018/19	87.5%	Q2 2018/19		Q3 2018/19		Q4 2018/19		<ul style="list-style-type: none"> • Since April 2018 focused performance meetings have been introduced to target decision dates and ensure extensions of time are secured where necessary. Performance to be brought back on track by the end of the year. • 3 Permanent appointments confirmed w/e 21st September. Two agency staff retained to further improve capacity and reduce caseloads. • Apprenticeship scheme; the introduction of an Assistant Planning Officer position within the structure enables us to create an opportunity to recruit non-qualified planners and through the apprentice levy, to support the ambition to “grow our own” qualified planners. PET training requires apprentices to commit to employment for a min of 2 years after completion of training or return the training fee. This is in direct response to the current buoyant recruitment market which has made it difficult to recruit qualified planners placing a reliance on the use of temporary agency staff. This action will assist in reducing the demand for temporary agency staff. The apprentice positions will be advertised in January once the more senior positions have been filled. If this can be brought forward due to successful recruitment, we will endeavour to do so. • Improved communication has been put in place with staff through team meetings and 1:1 to increase importance and drive up performance. • Undertaking a review of all major schemes to ensure they are covered by the Planning Performance Agreement where they are likely to go beyond 13-week timescale, to ensure appropriate warning is given and intervention can be put in place. <p>Definitions; Major Application; an application for 10 dwellings or more; residential application on sites of 0.5 hectares +; or an application for offices, general industrial, storage and distribution and shops where the floor space exceeds 1000sqm. Minor Applications: Applications for between 1 and 9 dwellings; a site area of less than 0.5 hectares; floor space to be built is less than 1,000 square meters or where the site area is less than 1 hectare. Other Applications: Householder Developments, Advertisements, Enforcement activity, Regulation 3 and 4 consents</p>
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Performance Review: Homelessness

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																																							
<p style="text-align: center;">Number of households living in temporary accommodation</p> <table border="1"> <caption>Data for Number of households living in temporary accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Quarters)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>3086</td> <td>2850</td> </tr> <tr> <td>Q2 2016/17</td> <td>3172</td> <td>2950</td> </tr> <tr> <td>Q3 2016/17</td> <td>3264</td> <td>2950</td> </tr> <tr> <td>Q4 2016/17</td> <td>3189</td> <td>3000</td> </tr> <tr> <td>Q1 2017/18</td> <td>3292</td> <td>3050</td> </tr> <tr> <td>Q2 2017/18</td> <td>3366</td> <td>3150</td> </tr> <tr> <td>Q3 2017/18</td> <td>3314</td> <td>3250</td> </tr> <tr> <td>Q4 2017/18</td> <td>3249</td> <td>3150</td> </tr> <tr> <td>Q1 2018/19</td> <td>3320</td> <td>3050</td> </tr> <tr> <td>Q2 2018/19</td> <td>-</td> <td>3050</td> </tr> <tr> <td>Q3 2018/19</td> <td>-</td> <td>3050</td> </tr> <tr> <td>Q4 2018/19</td> <td>-</td> <td>3050</td> </tr> </tbody> </table>	Quarter	Actual (Quarters)	Target (Quarters)	Q1 2016/17	3086	2850	Q2 2016/17	3172	2950	Q3 2016/17	3264	2950	Q4 2016/17	3189	3000	Q1 2017/18	3292	3050	Q2 2017/18	3366	3150	Q3 2017/18	3314	3250	Q4 2017/18	3249	3150	Q1 2018/19	3320	3050	Q2 2018/19	-	3050	Q3 2018/19	-	3050	Q4 2018/19	-	3050	<p>The relative cheapness of Private Rented Sector accommodation in Enfield along with changes in landlord habits that have led to increases in eviction. Continue to fuel an increase in TA in the Borough. Solving the TA issue is of an increasing concern. A detailed action plan is due to be presented to Cabinet at the October meeting which will outline specific SMART actions to address these issues. Enfield has the 2nd highest number of households in TA (3,249) nationally behind Newham (4,781 Q4 2017/18). According to the latest parliamentary report Households in TA has risen consecutively over the last 6 years. 68% of all households in TA are in London.</p> <p>The following actions are being taken, to reduce the numbers of households we have in TA and we expect to see performance improved during the year.</p> <ul style="list-style-type: none"> • Strategic working group has been established they are looking at ways to understand and tackle increasing pressures in this area. Development of a forecasting model will help predict future demand and impact on costs. • Added extra floor to Lychett Way to provide 24 additional flats. • Exploring the provision of modular housing in existing areas through garage sites and other under used areas. • Local Plan is looking at how housing can be improved. With a target of 1800 PA as apposed to 550. The revised local plan addressing the increasing housing stock is to be put out on consultation in the autumn. • A target of 110 Housing Gateway Purchases to be achieved by March 2019 (subject to market conditions). This will help facilitate discharge of duty from TA (to include large scale acquisition). • Electric Quarter 2nd phase to bring about 106 new homes 31 of these being affordable by spring 2021. • Use of Decants; the contract commenced on 24/09/18 when we handed 85 properties to a managing agent to be refurbished for use as PRS lets. We expect the first few properties to come through for use in a week or so. We have further units coming available over the next 6 months – the tender is for up to 150 although this is dependent on the number of free units and the regen timescales. • High cost TA; Move families to more suitable cost-effective accommodation (TA or PRS) – the target is 100 households by 31 March 2019.
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Performance Review: Complaints, FOI's and Complaints

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan																		
<p>All Departments - Complaints closed within 10 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>70%</td> <td>90%</td> </tr> <tr> <td>Q2 2017/18</td> <td>54.74%</td> <td>90%</td> </tr> <tr> <td>Q3 2017/18</td> <td>60.16%</td> <td>90%</td> </tr> <tr> <td>Q4 2017/18</td> <td>62.83%</td> <td>90%</td> </tr> <tr> <td>Q1 2018/19</td> <td>58.44%</td> <td>90%</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2017/18	70%	90%	Q2 2017/18	54.74%	90%	Q3 2017/18	60.16%	90%	Q4 2017/18	62.83%	90%	Q1 2018/19	58.44%	90%	<p>Performance has significantly reduced following centralisation of the team and a reduction in resources. Improvements in Performance is being masked by the back log of closing correspondence. The following actions will bring about improved monitoring and challenges to the Council to drive up performance and meet targets by the end of the year.</p> <ul style="list-style-type: none"> • A review of the service and processes is currently underway with options due to be presented to EMT in October. • Work currently ongoing with Depts to encourage the use of Power BI Live Dashboard, which will help to highlight cases that are approaching deadlines. This will allow remedial action to be undertaken to support improvements in performance and bring back on target by Q4. • Weekly monitoring of progress is currently being undertaken by Team Manager with Heads of Service. • Regular meetings with DMTs and weekly progress reports are being issued to departments to help facilitate discussions and address areas of underperformance. • A new escalation process has been Introduced to alert officers and senior managers of non-response and impending deadlines. To ensure appropriate warning is given for action to be taken.
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Performance Review: Sickness Absence

Lead Director: Director of Law and Governance

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