Appendix 2

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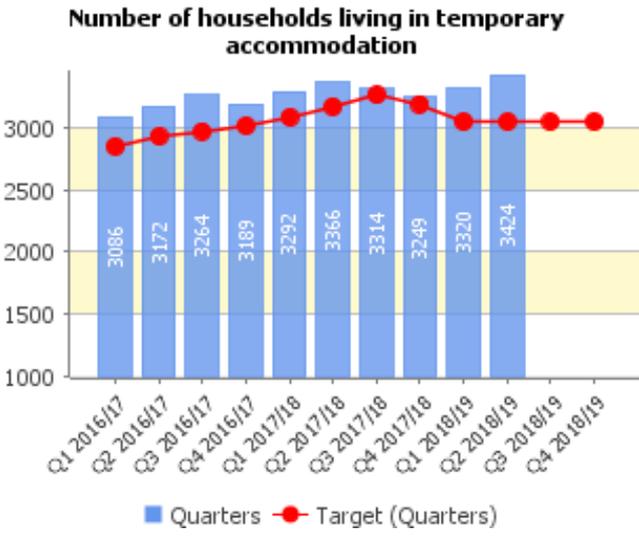
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ENFIELD Council

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan
% MAJOR applications determined within target — bar values: 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 60%. Legend: Quarters, Target (Quarters)	• New Head of Planning started 12th November and will be prioritising continued improvements to performance working with the team
	• 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 w/e 21st September. Two agency staff retained to further improve capacity and reduce caseloads.
% MINOR applications determined within target — bar values: Q1 2016/17 76.2%, Q2 2016/17 78.7%, Q3 2016/17 77.3%, Q4 2016/17 91.7%, Q1 2017/18 85.9%, Q2 2017/18 83.9%, Q3 2017/18 81%, Q4 2017/18 77.8%, Q1 2018/19 59.8%, Q2 2018/19 75.9%. Legend: Quarters, Target (Quarters)	• 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.
% OTHER applications determined within target — bar values: Q1 2016/17 79.4%, Q2 2016/17 83%, Q3 2016/17 83.5%, Q4 2016/17 91.4%, Q1 2017/18 90.2%, Q2 2017/18 89.1%, Q3 2017/18 84.9%, Q4 2017/18 80.3%, Q1 2018/19 73.9%, Q2 2018/19 81.4%. Legend: Quarters, Target (Quarters)	• 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.
	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, distribution or 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

Performance Review: Homelessness

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan
Number of households living in temporary accommodation Values (Quarters): 3086, 3172, 3264, 3189, 3292, 3366, 3314, 3249, 3320, 3424 Quarters: Q1 2016/17, Q2 2016/17, Q3 2016/17, Q4 2016/17, Q1 2017/18, Q2 2017/18, Q3 2017/18, Q4 2017/18, Q1 2018/19, Q2 2018/19, Q3 2018/19, Q4 2018/19 ■ Quarters ● Target (Quarters)	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 was presented to Cabinet in October which outlined 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. 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. • Strategic working group has been established to look 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. – the Roof Space project is under way currently in viability with architects (design etc) • Exploring the provision of modular housing in existing areas through garage sites and other under used areas. We are selecting suitable sites for approval, a framework is in place for development of this scheme • Local Plan is looking at how housing can be improved. With a target of 1800 PA as opposed 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 by March 2019 (subject to market conditions). This will help facilitate discharge of duty from TA (to include large scale acquisition). This target will be challenging market factors in borough – 4 properties purchased for FY18/19 • Electric Quarter 2nd phase to bring about 106 new homes 31 of these being affordable by spring 2021. • Use of Decants; contract commenced 24/09/18, 85 properties were handed to a managing agent to be refurbished for use as PRS lets. The tender is for up to 150 although this is dependent on the number of free units and the regen timescales. 40 properties have been handed over refurbished (36 let) with a further 40 by end of November to start of December 2018 • High cost TA; Move families to more suitable cost-effective accommodation (TA or PRS) – target of 100 households by 31 March 2019. The target for Move On is 250 and we have moved 114 families to date. We have a new team in place (4 additional officers) to help us achieve by the end of the financial year.

Performance Review: Complaints, FOI's and MEQs

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan
All Departments - Complaints closed within 10 days Bar values: Q1 2017/18: 70%, Q2 2017/18: 54.74%, Q3 2017/18: 60.16%, Q4 2017/18: 62.83%, Q1 2018/19: 58.44%, Q2 2018/19: 55.95%. Legend: Quarters, Target (Quarters)	Performance has significantly reduced following centralisation of the team and a reduction in resources. Changes to the processes for escalation to senior managers has brought about improvements to the response times, although this won't be seen until the next quarters figures. Improvements to the process will continue to be made and monitored in order to drive up performance and meet targets by the end of the year.

• A review of the service and processes is underway, and changes are being monitored to ensure performance is improving |
| **All Departments - FOIs answered within 20 days** Bar values: Q1 2017/18: 69.39%, Q2 2017/18: 63.78%, Q3 2017/18: 65.04%, Q4 2017/18: 65.29%, Q1 2018/19: 68.24%, Q2 2018/19: 63.47%. Legend: Quarters, Target (Quarters) | • 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 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. |
| **All Departments - MEQs closed within 8 days** Bar values: Q1 2017/18: 73.52%, Q2 2017/18: 76.67%, Q3 2017/18: 71.68%, Q4 2017/18: 74.95%, Q1 2018/19: 75.27%, Q2 2018/19: 65.88%. Legend: Quarters, Target (Quarters) | • The new escalation process to alert officers and senior managers of non-response and impending deadlines continues to be used and monitored to ensure appropriate warning is given for action to be taken. |

Performance Review: Sickness Absence

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan
Average Sick Days - Council Staff (rolling 4 quarters) Values: 9.40, 9.48, 9.48, 9.74, 9.09, 9.05, 8.90, 8.91, 9.10, 9.00 **Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)** Values: 3.31, 3.43, 3.20, 3.19, 3.25, 3.30, 3.46, 3.43 **Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)** Values: 6.00, 6.31, 5.89, 5.85, 5.65, 5.61, 5.67, 5.57	The target for sickness has been reduced to close the gap between sickness levels in Enfield and the London Average. It should be noted however that it is difficult to make direct correlation to other Local Authorities sickness data due to differing in- sources and outsourcing of services. The following activities are taking place to address these areas of underperformance and improve levels of sickness by the end of the year. • HR are currently undertaking a review of the sickness absence strategy; which will balance employee welfare with service delivery needs, this is due to be presented to EMT in late November. • Analysis is being undertaken to provide greater understanding and intelligence around sickness absence. This will also assist with the development of future strategies to reduce sickness absence. • HR are routinely reviewing long term sickness cases and are working with managers to ensure the case is proactively managed. • Sickness absence boards are being set up for each department to review trends within each department and service and ensure sickness absence is being proactively managed. • Services with high levels of sickness absence are being targeted for additional support including additional 'Managing Absence & Attendance' training sessions and support to manage sickness absence cases. • Additional promotion is taking place for the Council's Counselling and Physio service to support staff and managers. • Annual flu vaccinations provided and proactively promoted. • Work is being done to identify additional support and guidance for staff suffering with mental health, anxiety and depression. Training has been provided (and is on-going) to support managers in this area.