

Performance Report Appendix 2:

Performance Review: Homelessness Lead Director: Executive Director Place

Trend Data	Action Plan																											
<p>Number of households living in temporary accommodation</p> <table border="1"><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q2 2017/18</td><td>3366</td><td>3366</td></tr><tr><td>Q3 2017/18</td><td>3314</td><td>3314</td></tr><tr><td>Q4 2017/18</td><td>3249</td><td>3249</td></tr><tr><td>Q1 2018/19</td><td>3320</td><td>3320</td></tr><tr><td>Q2 2018/19</td><td>3424</td><td>3424</td></tr><tr><td>Q3 2018/19</td><td>3392</td><td>3392</td></tr><tr><td>Q4 2018/19</td><td>3410</td><td>3410</td></tr><tr><td>Q1 2019/20</td><td>3410</td><td>3410</td></tr></tbody></table>	Quarter	Quarters	Target (Quarters)	Q2 2017/18	3366	3366	Q3 2017/18	3314	3314	Q4 2017/18	3249	3249	Q1 2018/19	3320	3320	Q2 2018/19	3424	3424	Q3 2018/19	3392	3392	Q4 2018/19	3410	3410	Q1 2019/20	3410	3410	<p><u>Context:</u> The figures for June 2019 showed that Enfield had 3410 households in Temporary Accommodation as of 31st June 2019. This figure remains static from the end of Quarter 4.</p> <p>To generate greater insight into the specific challenges facing Enfield the Smith Institute was commissioned to carry out research into the drivers of homelessness in the borough and how the Council should respond to a 246% increase in homelessness acceptances between 2010 and 2017. The main finding of the Smith Institute’s research was that poverty is the key driver of homelessness in Enfield. Enfield is different to many other local boroughs due to the very high number of poorer households living in the private rented sector. This combination of households with low levels of financial resilience living in a relatively fluid private sector housing market has led to a 246% increase in homelessness acceptances in Enfield over a seven-year period. Although the accommodation is designated as temporary, the reality for most people is that they will remain there for several years. Any solution therefore needs to be firmly rooted in the private rented sector.</p> <p>A report was presented to Cabinet on the 11th September with a series of recommendations for a fundamental redesign of the service. The key principles are:</p> <ul style="list-style-type: none">• Private Rented Sector as the solution• Support residents and landlords in the PRS to ensure tenancies succeed and incentivise this for both residents and landlords.• Clear communication and messaging with residents on their options• Prevention and support is better than relief• Temporary Accommodation should be temporary• Give residents informed choices <p><u>Positive Actions undertaken in April – June 2019</u></p> <ul style="list-style-type: none">• Homelessness Prevention/TA Move On outcomes (PRS)
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	<ul style="list-style-type: none"> ○ Tenancy sustainment (retained in current tenancy) - 110 ○ Homefinders – 76 ○ Households moved on from temporary accommodation to the PRS - 59 • Housing Allocations (social housing) for permanent move on from TA - 41 • Training staff and improving business process to improve efficiency and timely decision making • During September an additional staff member will be recruited to determine applications where the Council has decided to cease its housing duty and temporary accommodation due to rent arrears or anti-social behaviour • A Review of the Homelessness Service is underway to inform a new homelessness service model with more upstream prevention activities and strengthened partnership working. • Changes are being proposed to the Council's Allocations Scheme to give greater priority to vulnerable households and those who are proactive in finding their own housing solutions including private rented homes as an alternative to temporary accommodation. • Responding to London Councils, LGA and MHCLG surveys in relation to the Hosing Reduction Act and its positive/negative impacts. This will help to inform future policy changes and enable Enfield to lobby for additional funding due to the challenges we face. • Continue to carry out suitability assessments to assist clients to move on from TA • Further development of a performance Framework to accurately track levels of demand for TA in Enfield to be able to effectively track the success of interventions.
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Performance Review: Complaints, FOI's and Complaints

Lead Director: Director of Law and Governance

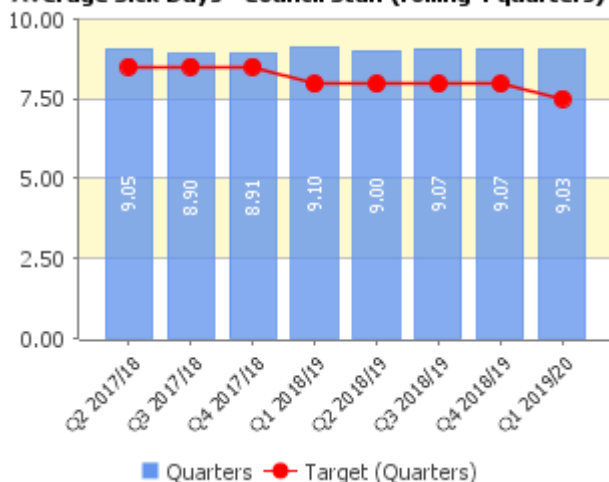
Three Year Trend	Action Plan																											
<div><p>All Departments - Complaints closed within 10 days</p><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q2 2017/18</td><td>54.7%</td><td>90.0%</td></tr><tr><td>Q3 2017/18</td><td>60.2%</td><td>90.0%</td></tr><tr><td>Q4 2017/18</td><td>62.8%</td><td>90.0%</td></tr><tr><td>Q1 2018/19</td><td>58.4%</td><td>90.0%</td></tr><tr><td>Q2 2018/19</td><td>56.0%</td><td>90.0%</td></tr><tr><td>Q3 2018/19</td><td>62.8%</td><td>90.0%</td></tr><tr><td>Q4 2018/19</td><td>55.6%</td><td>90.0%</td></tr><tr><td>Q1 2019/20</td><td>86.5%</td><td>90.0%</td></tr></tbody></table><p>■ Quarters ● Target (Quarters)</p></div>	Quarter	Performance (%)	Target (%)	Q2 2017/18	54.7%	90.0%	Q3 2017/18	60.2%	90.0%	Q4 2017/18	62.8%	90.0%	Q1 2018/19	58.4%	90.0%	Q2 2018/19	56.0%	90.0%	Q3 2018/19	62.8%	90.0%	Q4 2018/19	55.6%	90.0%	Q1 2019/20	86.5%	90.0%	<p>Targets are monitored weekly with departments. The escalation process that was introduced highlights to Senior Officers areas where action needs to be taken urgently. Regular liaison with departments has increased, all of which have resulted in a positive improvement in performance. Processes will continue to be reviewed and improved to ensure the system works well.</p> <p>Work is 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.</p> <p>Weekly monitoring of progress continues to be undertaken by Team Manager with Heads of Service.</p> <p>Regular meetings with DMTs and weekly progress reports are being issued to departments to help facilitate discussions and address areas of underperformance.</p> <p>The escalation process to alert officers and senior managers of non-response and impending deadlines, to ensure appropriate warning is given for action to be taken.</p> <p>Provisional figures for FOIS for Q2 so far show data being at 74.9% for FOIS and complaints at 78.1% and MEQ's at 81%.</p>
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<div><p>All Departments - MEQs closed within 8 days</p><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q2 2017/18</td><td>76.7%</td><td>90.0%</td></tr><tr><td>Q3 2017/18</td><td>71.7%</td><td>90.0%</td></tr><tr><td>Q4 2017/18</td><td>74.9%</td><td>90.0%</td></tr><tr><td>Q1 2018/19</td><td>75.3%</td><td>90.0%</td></tr><tr><td>Q2 2018/19</td><td>65.9%</td><td>90.0%</td></tr><tr><td>Q3 2018/19</td><td>80.3%</td><td>90.0%</td></tr><tr><td>Q4 2018/19</td><td>79.7%</td><td>90.0%</td></tr><tr><td>Q1 2019/20</td><td>73.3%</td><td>90.0%</td></tr></tbody></table><p>■ Quarters ● Target (Quarters)</p></div>	Quarter	Performance (%)	Target (%)	Q2 2017/18	76.7%	90.0%	Q3 2017/18	71.7%	90.0%	Q4 2017/18	74.9%	90.0%	Q1 2018/19	75.3%	90.0%	Q2 2018/19	65.9%	90.0%	Q3 2018/19	80.3%	90.0%	Q4 2018/19	79.7%	90.0%	Q1 2019/20	73.3%	90.0%	
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Performance Review: Sickness Absence

Lead Director: Executive Director Place

Improvement Plan

Average Sick Days - Council Staff (rolling 4 quarters)

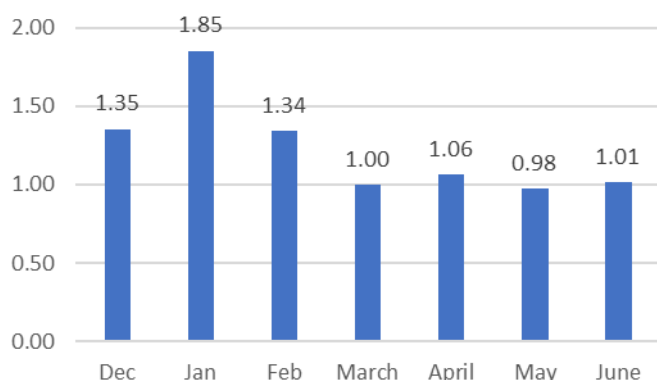


The rolling 4 quarters for sickness absence up to June 2019 is in the chart on the left-hand side. Current Council wide performance is above target with 9.03 FTE days being lost to sickness every year. The Target is 7.96 FTE days lost which is also the London average.

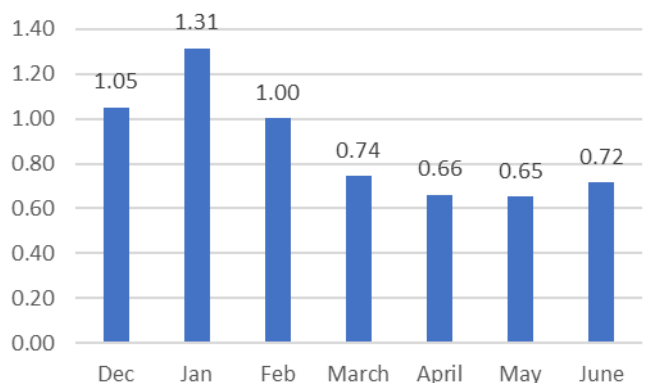
For the Housing service there has been a noticeable improvement in sickness absence since the start of the calendar year. Figures remain above the monthly target 0.663 FTE Days but there has been a noticeable improvement. Actions have included:

- HR are continuing to routinely review long term sickness cases and are working with managers to ensure the case is proactively managed.
- Services with high levels of sickness absence are being targeted for additional support including additional 'Managing Absence & Attendance' training sessions
- Increased use of data to identify individuals that are hitting sickness trigger points
- Additional promotion is on-going for the Council's Counselling and Physio service to support staff and managers.
- Work is being done to identify additional support and guidance for staff suffering with mental health, anxiety and depression.
- Analysis has been undertaken to provide greater understanding and intelligence around sickness absence.
- Sickness boards have been introduced to monitor sickness absence, discuss the trends and provide support to managers
- Workshops session and focus discussion were carried for manual workers in the caretaking services. This has allowed managers to gather feedback as to what is causing the extra high levels of sickness. Actions plans are being agreed and actions implemented, for instance: better PPE or tools. Working methods are being revised to ensure the safest possible ways are deployed, to minimise potential injuries.
- There is a greater emphasis on formally managing sickness absence in line with the agreed HR policies and procedures.
- Reporting of being sick on the day by

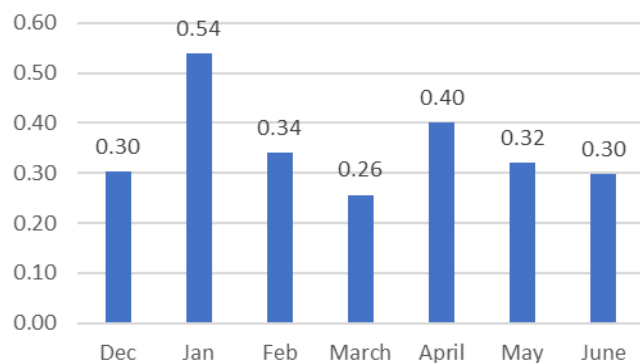
All Sickness Housing - FTE Days lost per month



All Sickness Housing - Long Term FTE Days lost per month



All Sickness Housing - Short Term
FTE Days lost per month



Improvement Plan

employees has improved..

Further plans include:

- A permanent senior management team in Housing is now in place.
- Long standing sickness cases are being progressed including one termination due to ill health in this quarter.
- In Q3 we shall start consultation with staff about a new staffing structure which will see some internal recruitment for new roles. It is anticipated that we may see sickness rise during this period of change – but to significantly improve during 2020/21 with a new operating model, structure and technology in place.

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

Lead Director: Executive Director Place



Three Year Trend	Action Plan																																																																																	
<div><p>% MAJOR applications determined within target</p><table><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr><tr><td>Q2 2017/18</td><td>66.7%</td><td>85%</td></tr><tr><td>Q3 2017/18</td><td>71.4%</td><td>85%</td></tr><tr><td>Q4 2017/18</td><td>90%</td><td>85%</td></tr><tr><td>Q1 2018/19</td><td>87.5%</td><td>88%</td></tr><tr><td>Q2 2018/19</td><td>60%</td><td>88%</td></tr><tr><td>Q3 2018/19</td><td>62.5%</td><td>88%</td></tr><tr><td>Q4 2018/19</td><td>80%</td><td>88%</td></tr><tr><td>Q1 2019/20</td><td>75%</td><td>90%</td></tr></table></div> <div><p>% MINOR applications determined within target</p><table><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr><tr><td>Q2 2017/18</td><td>83.9%</td><td>80%</td></tr><tr><td>Q3 2017/18</td><td>81%</td><td>80%</td></tr><tr><td>Q4 2017/18</td><td>77.8%</td><td>80%</td></tr><tr><td>Q1 2018/19</td><td>59.8%</td><td>85%</td></tr><tr><td>Q2 2018/19</td><td>75.9%</td><td>85%</td></tr><tr><td>Q3 2018/19</td><td>72.9%</td><td>85%</td></tr><tr><td>Q4 2018/19</td><td>56.1%</td><td>85%</td></tr><tr><td>Q1 2019/20</td><td>75.5%</td><td>88%</td></tr></table></div> <div><p>% OTHER applications determined within target</p><table><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr><tr><td>Q2 2017/18</td><td>89.1%</td><td>85%</td></tr><tr><td>Q3 2017/18</td><td>84.9%</td><td>85%</td></tr><tr><td>Q4 2017/18</td><td>80.3%</td><td>85%</td></tr><tr><td>Q1 2018/19</td><td>73.9%</td><td>88%</td></tr><tr><td>Q2 2018/19</td><td>81.4%</td><td>88%</td></tr><tr><td>Q3 2018/19</td><td>82.9%</td><td>88%</td></tr><tr><td>Q4 2018/19</td><td>74.8%</td><td>88%</td></tr><tr><td>Q1 2019/20</td><td>85.8%</td><td>88%</td></tr></table></div>	Quarter	Quarters (%)	Target (Quarters) (%)	Q2 2017/18	66.7%	85%	Q3 2017/18	71.4%	85%	Q4 2017/18	90%	85%	Q1 2018/19	87.5%	88%	Q2 2018/19	60%	88%	Q3 2018/19	62.5%	88%	Q4 2018/19	80%	88%	Q1 2019/20	75%	90%	Quarter	Quarters (%)	Target (Quarters) (%)	Q2 2017/18	83.9%	80%	Q3 2017/18	81%	80%	Q4 2017/18	77.8%	80%	Q1 2018/19	59.8%	85%	Q2 2018/19	75.9%	85%	Q3 2018/19	72.9%	85%	Q4 2018/19	56.1%	85%	Q1 2019/20	75.5%	88%	Quarter	Quarters (%)	Target (Quarters) (%)	Q2 2017/18	89.1%	85%	Q3 2017/18	84.9%	85%	Q4 2017/18	80.3%	85%	Q1 2018/19	73.9%	88%	Q2 2018/19	81.4%	88%	Q3 2018/19	82.9%	88%	Q4 2018/19	74.8%	88%	Q1 2019/20	85.8%	88%	<ul style="list-style-type: none">A detailed Performance Action Plan has been produced to focus on a range of actions to improve performance by November 2019The Planning Service has engaged the Planning Advisory Service (PAS) to provide advice and support including independently reviewing our Action Plan and undertaking a productivity and resourcing reviewA monthly Development Management Performance Task and Finish Group is being established, including officers from HR, IT, Legal, Customer Services etc. to track progress on delivery of Action Plan tasksDraft recommendations from a recent internal audit by PwC being used to improve internal systemsSeptember – significant recruitment campaign launched to boost the capacity of the service including 5 fixed term posts to support performance on PPAsSuccessful recruitment of officers over the past 6 months starting to see reduction in caseloadsAn Operational Support officer has been trained to provide more regular ‘in month’ performance data to Planning Service managers so that they can mitigate issues within the month and optimise performanceFocused performance meetings continue to target decision dates and ensure extensions of time are secured where necessary. Weekly Strategic Applications Meetings are held to track major applications and monitor performanceImproved communication has been put in place with staff through team meetings and 1:1s to increase importance and drive up performance. <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, 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</p>
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