

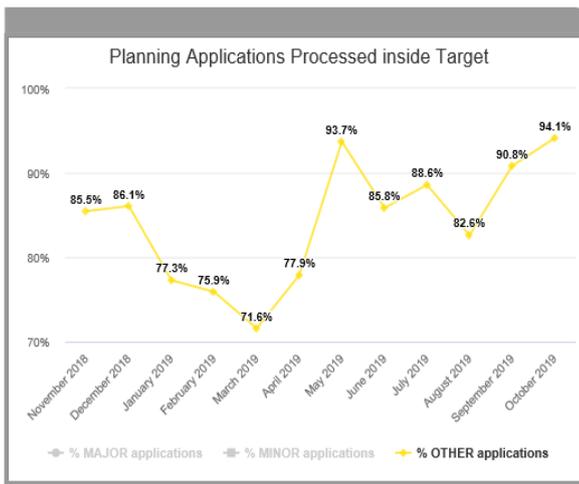
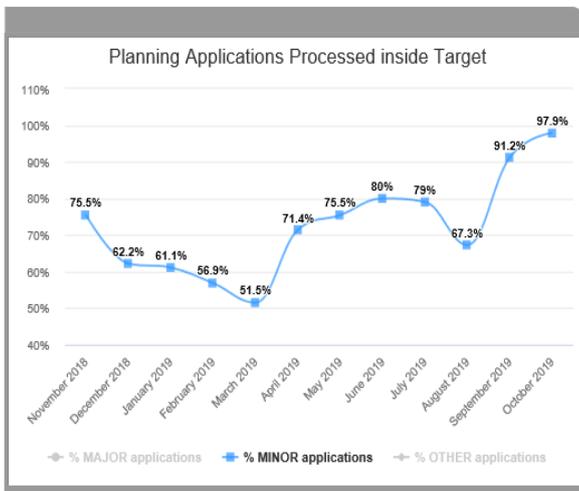
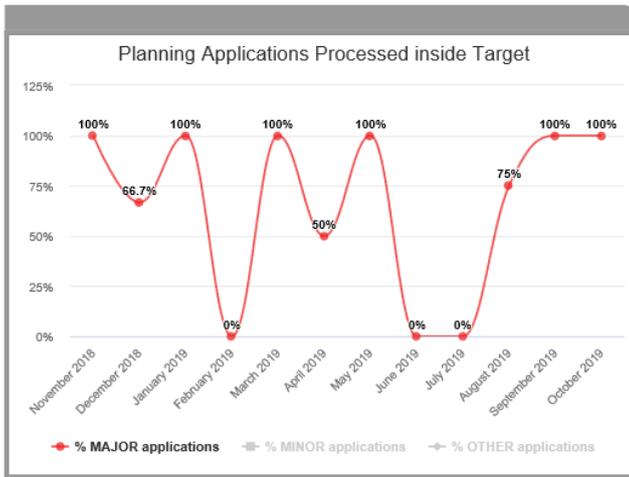
Appendix 2

Action Plan Subject: Planning Applications Lead Director: Executive Director Place



Two Year Trend	Commentary																											
<p>% MAJOR applications determined within target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <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> <tr><td>Q2 2019/20</td><td>66.7%</td><td>90%</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	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%	Q2 2019/20	66.7%	90%	<p>A detailed development management performance action plan has been produced and is regularly updated to focus on a range of actions to improve performance by an initial timeframe of November 2019. Evidence suggests that these initiatives are taking effect with targets for determination times hitting or exceeding targets through September and October and in to November 2019.</p> <p>The Charts and tables to the left show historical performance across the last 8 Quarters. The graphs on the following page show a demonstrate a recent upturn in performance for September and October 2019. This upturn in performance has continued in to November 2019.</p>
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Two Year Trend



Commentary

- Draft recommendations from a recent internal audit by PwC being used to improve internal systems
- September-November – significant recruitment campaign launched in September to boost the capacity of the service including 5 fixed term posts to support performance on PPAs. This has yielded mixed results with only one role being successfully offered by end of November with 4 posts remaining vacant. We are now preparing to go back out to advert (from December 2019) seeking to fill remaining vacant posts
- Successful recruitment to other vacant posts over the past 6-9 months starting to see reduction in caseloads and improved performance
- Opportunities for the creation of additional posts to further boost capacity are being explored by Head of Service with a view to undertake further recruitment in 2020
- An 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 performance and this has assisted improve performance on a weekly basis
- Focused 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 performance
- Improved communication has been put in place with staff through team meetings and 1:1s to increase importance

Timescales for Improvement

- We anticipate that we will see a continued upward trend with performance moving to at least Amber in Quarter Three for
NI157a % Major Applications determined within target,
NI157b % Minor applications determined within target
NI157c % Other Applications determined within target
- The 2 year rolling figures will take longer to see an improvement in the figures as previous lower performance will impact these figures for at least the next few quarters.

Action Plan Subject: Temporary Accommodation
Lead Director: Executive Director Place

Two Year Trend	Commentary																											
<p>Number of households living in temporary accommodation</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (Quarters)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <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>3210</td> </tr> <tr> <td>Q2 2018/19</td> <td>3424</td> <td>3210</td> </tr> <tr> <td>Q3 2018/19</td> <td>3392</td> <td>3210</td> </tr> <tr> <td>Q4 2018/19</td> <td>3410</td> <td>3210</td> </tr> <tr> <td>Q1 2019/20</td> <td>3410</td> <td>3210</td> </tr> <tr> <td>Q2 2019/20</td> <td>3428</td> <td>3210</td> </tr> </tbody> </table>	Quarter	Actual (Quarters)	Target (Quarters)	Q3 2017/18	3314	3314	Q4 2017/18	3249	3249	Q1 2018/19	3320	3210	Q2 2018/19	3424	3210	Q3 2018/19	3392	3210	Q4 2018/19	3410	3210	Q1 2019/20	3410	3210	Q2 2019/20	3428	3210	<p>The figures for Quarter 2 showed that Enfield had 3428 households in Temporary Accommodation (TA). This is a slight increase from the end of year and Quarter one figure of 3410. Demand continues to place pressure on the service.</p> <p>Update on Service Design: Further to the Cabinet report presented at September Cabinet we have produced a further homelessness Cabinet report to be presented at the January 22nd, 2020 Full Cabinet meeting recommending the following:</p> <ul style="list-style-type: none"> • New service design restructure • Join Capital Letters • Establish Enfield Let • Use of Single Homelessness Program (SHPS) <p>We envisage that the new structure will be partially in place by June 2020 with a fully staffed structure by end September 2020. The timescale is subject to authority to proceed, consultation, and HR process at which point we will see improvements to the service.</p> <p>Timescales for Improvement:</p> <p>In terms of seeing an improvement in the TA figures, this will only be realised through the service design. Up to this date the Service will be seeking to manage the current levels of TA and will aim to reach the target of 3210 by March 2020 although this will be a stretch target.</p> <p>Positive Actions undertaken in Quarter 2 The service has procured the Policy in practice product the LIFT Dashboard to give greater insight about residents who are of low incomes and at risk of financial hardship.</p> <ul style="list-style-type: none"> • Rough sleeping (verified) – 19 housed • Moved on 40 families from TA • Prevented 107 families from going into TA <p>We have joined ‘<i>Setting the Standard</i>’, this is a pan London initiative to ensure inspections/compliance across all HMO and studio sized accommodation across the London area. It is envisaged that 28 boroughs plan to join the initiative to ensure that standards are adhered to by landlords creating a database for condition/quality of accommodation.</p>
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Action Plan Subject: Telephony and Customer Services
Lead Director: Executive Director Resources

Two Year Trend	Commentary																											
<p>Correlation between Customer Services staffing level & number of calls answered</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Total calls answered</th> <th>Staff FTE excl. trainees</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>120,000</td> <td>48</td> </tr> <tr> <td>Q4 2017/18</td> <td>130,000</td> <td>45</td> </tr> <tr> <td>Q1 2018/19</td> <td>105,000</td> <td>44</td> </tr> <tr> <td>Q2 2018/19</td> <td>100,000</td> <td>46</td> </tr> <tr> <td>Q3 2018/19</td> <td>85,000</td> <td>47</td> </tr> <tr> <td>Q4 2018/19</td> <td>75,000</td> <td>38</td> </tr> <tr> <td>Q1 2019/20</td> <td>70,000</td> <td>37</td> </tr> <tr> <td>Q2 2019/20</td> <td>80,000</td> <td>40</td> </tr> </tbody> </table>	Quarter	Total calls answered	Staff FTE excl. trainees	Q3 2017/18	120,000	48	Q4 2017/18	130,000	45	Q1 2018/19	105,000	44	Q2 2018/19	100,000	46	Q3 2018/19	85,000	47	Q4 2018/19	75,000	38	Q1 2019/20	70,000	37	Q2 2019/20	80,000	40	<p>Context Customer Services is currently measured on how many customer calls and webchats are answered, and how long customers wait, and customer satisfaction.</p> <p>Call answer rates and wait times are determined largely by whether there are enough staff to meet the demand. Therefore, unexpected periods of high demand against a stable staff level pushes performance down, as does staff shortages when demand is stable or reducing. This correlation is illustrated by the first two charts to the left.</p> <p>Performance The answer rate in Q2 19/20 was 85%, an improvement in performance from 78% in Q1, but still below the target of 88%. The average wait time in Q2 was 4 mins 12 seconds, an improvement in performance from 6 minutes 52 seconds in Q1, but still below the target of 3 minutes. Calls answered within 5 minutes was 77% in Q2, compared to 68% in Q1. Satisfaction with the web chat service was 76% in both Q2 and Q1, below the target of 85%.</p>
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Two Year Trend	Commentary
	times increased and call answering rates suffered. Customer Services had to rapidly obtain and train new staff to cope with the demand.
<p>There was also a huge uptake in online activity: In October 2019:</p>	
<ul style="list-style-type: none"> • 26,112 web payments taken for the month (a monthly average before the campaign was 14,000) • 19,819 webforms were filled in (a monthly average before the campaign was 5,500) • 6,413 new sign-ups for Enfield Connected accounts; a spike not seen since the introduction of Enfield Connected. • 159,762 visitors to the enfield.gov.uk website (a monthly average before the campaign was 120,000) 	
<p>Demand slowly normalised throughout November and December and this, along with 7 additional temporary staff enabled the call answering target to be met in December – 89% against the 88% target</p>	
<p><u>Timescales for Improvement</u></p>	
<ul style="list-style-type: none"> • In December 2019, Customer Services achieved 89% answer rate against the 88% target. • In terms of Quarter 3 performance, due to the issues highlighted above for October and November, Q3 data is likely to be red or at best amber. • Recruitment and training will continue to ensure there is sufficient resource to meet all KPI targets in Q4 when demand will rise due to a combination of regular activities and new service changes. Demand and resourcing for the months of January, February and March based on the industry standard Erlang calculator and our goal to answer 95% of calls are projected as follows: <ul style="list-style-type: none"> January volume 39,000 = 60 fte average February volume 64,000 = 83.5 fte average March volume 55,000 = 73.4 fte average • As long as we are able to progress the actions below as planned, and no new unexpected challenges emerge, we expect to meet all KPIs in the final quarter of the year and have a good chance of hitting 95% calls answered. 	
<p><u>Actions</u></p>	
<ul style="list-style-type: none"> • Planning is underway to ensure readiness for the next significant waste service change being communicated to residents in February and launching in March 2020; the launch of alternate weekly collections, to ensure that customers will be able to get quick answers to all their questions via the website and the phone service, and that there are sufficient staffing levels both in Waste and in Customer Services to support customers who need it. This requires working with all services to do robust forecasts of demand during this period to ensure we have sufficient trained staff in place. • Resourcing at the levels stated above is not sufficient to guarantee the achievement of the 95% KPI, it is vital also to be able to train staff to a proficient standard where average handling speeds are consistent, and make sure that peak times such as Mondays have a higher number of staff available. Customer Services has appointed a full-time trainer to ensure that all staff receive regular and timely training so that customers get the best possible service, who started in November 2019, and a full time Quality & Performance Manager who is due to start in mid-January. Customer Services has also asked Property colleagues for a higher-capacity training room, as room capacity has been one of the logistical challenges experienced to date. • Intensive work is taking place to improve the experience of Housing customers who represent 20% of calls, by investing in staff training, team working, new systems and processes across the two services, and the insourcing of repairs, all of which will start to reduce demand caused by avoidable contact and improve customer services KPIs • Slow and old desktop computers in the Contact Centre are in the process of being replaced – 18 of 80 modern laptops have been received so far, supporting staff to work more efficiently and flexibly. There have been stock delays that have been escalated with the supplier, subject to resolution the remainder of the rollout will be completed by the end of January 2019. • Longer term, the 3 core systems that Customer Services uses – CRM, telephony and the website - are all being upgraded in the next 12 months, to support staff in delivering the best positive customer experience. 	

Action Plan Subject: Council Housing Sickness
Lead Director: Tinu Olowe (HR) and Joanne Drew (Housing)

Two Year Trend	Commentary																											
<p>Average Sick Days - Council Staff (rolling 4 quarters)</p> <table border="1"> <caption>Average Sick Days - Council Staff (rolling 4 quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (FTE days)</th> <th>Target (FTE days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>8.90</td> <td>7.96</td> </tr> <tr> <td>Q4 2017/18</td> <td>8.91</td> <td>7.96</td> </tr> <tr> <td>Q1 2018/19</td> <td>9.10</td> <td>7.96</td> </tr> <tr> <td>Q2 2018/19</td> <td>9.00</td> <td>7.96</td> </tr> <tr> <td>Q3 2018/19</td> <td>9.07</td> <td>7.96</td> </tr> <tr> <td>Q4 2018/19</td> <td>9.07</td> <td>7.96</td> </tr> <tr> <td>Q1 2019/20</td> <td>9.03</td> <td>7.96</td> </tr> <tr> <td>Q2 2019/20</td> <td>9.08</td> <td>7.96</td> </tr> </tbody> </table> <p>■ Quarters ● Target (Quarters)</p>	Quarter	Actual (FTE days)	Target (FTE days)	Q3 2017/18	8.90	7.96	Q4 2017/18	8.91	7.96	Q1 2018/19	9.10	7.96	Q2 2018/19	9.00	7.96	Q3 2018/19	9.07	7.96	Q4 2018/19	9.07	7.96	Q1 2019/20	9.03	7.96	Q2 2019/20	9.08	7.96	<p>Please note the following definitions for the purposes of this report.</p> <p>FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p>Average FTE Days: This is the number of FTE working days lost to sickness absence divided by the number of FTE employees in the Service.</p> <p>The rolling 4 quarters for sickness absence up to Quarter 2 (July-September 2019) is in the chart on the left-hand side. Current Council wide performance is above target with 9.08 FTE days being lost to sickness every year. The target is 7.96 FTE days lost which was the London average in 2017/18.</p> <p>The annual target relates to 0.66 days per FTE per month and 1.99 FTE per quarter. The departmental breakdown of sickness for Quarter two shows the following:</p> <ul style="list-style-type: none"> Average Sick Days per FTE for the Chief Executive's Directorate is 1.29 Average Sick Days per FTE for the Resources Directorate is 1.94 Average Sick Days per FTE –for the People Directorate is 1.63 Average Sick Days per FTE for the Place Directorate is 2.91 <p>The Place department has continued to show the highest sickness rates. Analysis has shown that there has been high sickness rates within the Council Housing Service. Current figures are showing an improving picture with figures moving towards being in line with the corporate target for September 2019 (0.68 FTE days lost against a monthly target of 0.66 FTE days) and long-term absence reducing. The remainder of the action plan explains the improving trend and details the next steps needed to further reduce the sickness in this service.</p>
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Two Year Trend	Commentary
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The table below shows the Average FTE Days lost per FTE to sickness across the last 12 months for the Council Housing Service. This shows the service plus the 3 main teams that sit within Council Housing.

Month and Area	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
Council Housing	1.39	2.00	1.57	1.97	1.32	1.12	1.22	1.09	1.02	1.33	1.11	0.68
Housing Business Partnerships	0.50	0.33	0.73	0.26	0.50	0.62	0.53	1.15	1.16	0.00	0.53	0.00
Housing Management Services	1.73	2.55	1.93	2.34	1.52	1.35	1.23	1.22	1.22	1.61	1.14	0.80
Housing Property Services	0.22	0.12	0.12	0.70	0.60	0.04	0.88	0.75	0.26	0.25	1.13	0.27

- September has seen a significant decrease in Sickness absence rates across all areas
- Sickness rates are now just above target for September 2019
- The figure for September is 0.68 against a target of 0.66
- This ongoing improvement is, in part, a reflection of the management focus on making attendance support and absence management business as usual.
- As of the end of October 2019 Housing Management Services had an almost full complement of permanently appointed managers for the first time in more than two years. The only manager who remains a non LBE employee has successfully applied for the post and will be formally appointed from January 2020. This consistency of leadership, from Head of Service down, should help to ensure that this improving trend continues despite the challenges and changes ahead.

The table below shows the split between long term and short term absence for each area within Council Housing for the financial year so far. From this information we are able to adapt our plans and strategies to support staff and managers to manage sickness absence effectively.

Longer Term absence continues to reduce in this area. This has fallen from 77% in September 2018 to 65% in September 2019

Area	FTE days lost to sickness absence per FTE				
	All	Long Term		Short Term	
Housing	6.45	4.22	65%	2.23	35%
Housing Property Services	3.54	0.95	27%	2.59	73%
Housing Business Partnerships	4.13	2.41	58%	1.72	42%
Housing Management Services	7.31	5.10	70%	2.22	30%

The following information gives a breakdown showing the top 5 reasons for sickness absence between April-September 2019. Across the last financial year (May 2018-April 2019) the percentage of sickness that was attributed to Anxiety/Stress and Depression was 32.4%. This has increased to 50.78% across the first 6 months of this financial year and this will be at the heart of our strategies as we move forwards. The figures illustrate clearly the high levels of Anxiety/Stress and Depression within the service.

Two Year Trend		Commentary
Sickness Category	Housing	
Anxiety/stress/depression/other psychiatric illnesses	50.78%	
Injury, fracture	12.16%	
Gastrointestinal problems (e.g. abdominal pain, gastroenteritis, vomiting, diarrhoea) - exclude dental and oral problems	11.89%	
Other known causes (nec) - not elsewhere classified	5.50%	
Headache / migraine	4.88%	

Occupational Health (OH) data provided by Medigold (external provider)

We have undertaken some analysis to look at Occupational Health Data to understand underlying trends. Referrals to Occupational Health occur where managers need specific advice and guidance on how best to support attendance in work whether that be a phased return, reasonable adjustments or greater understanding of a medical condition / illness and how we can effectively support the individual in the workplace

- For the period April to September 2019 there were 205 referrals to OH of which 47, or 23% were made by the Place Directorate.
- The highest proportion of these referrals, approximately 61%, were for male employees
- Over 35% of Place referrals were made for employees aged 55 to 64.
- For the period July 18 to June 2019 there were a total of 35 referrals across the Council for work related stress. This is defined as stress where **only** work stressors are present.
- Of these 35 referrals, 8 or 23% were from the Housing & Regeneration directorate

Medigold also provide OH support for 6 other London councils and undertook some comparative benchmarking analysis for the period July 18 to June 19. This has provided some interesting data which we will be using to support attendance and develop management training and targeted support:

- Enfield has the second highest referral rate as a percentage of headcount at 12% vs an average of 11.4%.
- 37% of all Management Referrals were Musculoskeletal related. This is the highest percentage compared to the other 6 London Councils which varied from 22% to 36%. This will be impacted by the types of manual roles within each council.
- As a percentage of the workforce Enfield had the second highest rate of Musculoskeletal related referrals at 4.4%, v the average of 3.4%.
- Enfield has the highest score of Work-Related Stress referrals as % of total workforce at 1.17%
- Other councils ranged from 0.47% to 1.16% with the average being 0.84%

In addition to the Occupational Health Service, the Council also provides an Employee Assistance Programme. Recent data relating to the wider Council highlights:

- There were 60 new contacts to the EAP service between April and September 2019. 70% of these contacts were from females.
- The primary reasons that triggered the employee to reach out for help were related to stress support, mental health support and personal support in over 62% of cases.

Over this same period 154 counselling sessions were provided by the EAP

Next Steps and Further Actions:

- We will continue to monitor absence to ensure absence & attendance is proactively managed using the recently available occupational health data above
- A detailed 6 monthly deep dive of sickness absence has been started and we will use this data to identify where to focus support. This will be completed in early January and will inform further actions and discussions with the management team within Housing.
- Absence due to poor mental health has increased so we will roll out additional training and support
- Mental Health & Resilience training is currently in place for both managers and staff, HR with the support of the Housing senior management will target specific areas within Council Homes to attend this training.
- Proactively target existing and new managers to attend bitesize Absence & Attendance training – both on-line and face to face modules.
- Communal Services within Housing Management will have a new management structure in place from mid-Jan. This will provide additional support for this area.
- The L&OD team are currently creating management and leadership development programmes which will focus on the role of the manager, key competencies and what is expected when managing people within the Council – this will be aligned to the cultural transformation initiatives.
- HR will work with Line Management and their staff within Council Homes to identify issues of work-related stress. This would be undertaken by staff completing a standard work-related stress questionnaire tool e.g. HSE's management standard for addressing work related stress. The analysis of the questionnaires will enable an informed action plan to be developed to address key concerns

Timeframes for Improvement

- Reducing absence is a priority for the Council. Reductions are being seen in Council Housing and we would expect these to continue for Quarter 3 and Quarter 4
- Further timeframes for improving Sickness absence across the Council will follow when the current deep dive analysis around Sickness absence that is underway has been completed. This is crucial to understand patterns and trends further. This will be done by the end of January and the Quarter 3 report will then provide further information.
- As managers start to address sickness absence and record this information more accurately, there may be a slight rise in the short to medium term of our absence figure. It is anticipated through the deep dive exercise, and reporting sickness absence on a 12-month rolling year, these figures should show a reduction in the longer term.
- It is anticipated that by addressing the root causes of work-related stress and supporting staff through mental health and wellbeing, this will significantly improve the overall attendance and sickness absence figures.

Action Plan Subject: Complaints, FOI's and MEQ's
Lead Director: Jeremy Chambers

Two Year Trend	Commentary																											
<p>All Departments - FOIs answered within 20 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q3 2017/18</td><td>65.0%</td><td>95%</td></tr> <tr><td>Q4 2017/18</td><td>65.3%</td><td>95%</td></tr> <tr><td>Q1 2018/19</td><td>68.2%</td><td>95%</td></tr> <tr><td>Q2 2018/19</td><td>63.5%</td><td>95%</td></tr> <tr><td>Q3 2018/19</td><td>79.2%</td><td>95%</td></tr> <tr><td>Q4 2018/19</td><td>79.7%</td><td>95%</td></tr> <tr><td>Q1 2019/20</td><td>70.4%</td><td>95%</td></tr> <tr><td>Q2 2019/20</td><td>81.8%</td><td>95%</td></tr> </tbody> </table>	Quarter	Performance (%)	Target (%)	Q3 2017/18	65.0%	95%	Q4 2017/18	65.3%	95%	Q1 2018/19	68.2%	95%	Q2 2018/19	63.5%	95%	Q3 2018/19	79.2%	95%	Q4 2018/19	79.7%	95%	Q1 2019/20	70.4%	95%	Q2 2019/20	81.8%	95%	<p>Context and Explanation of Graphs:</p> <p>The charts to the left show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.</p> <p>For Quarter 2 for FOIs, performance was 81.8% answered in 20 working days against a target of 100%.</p> <p>For Quarter 2 for MEQ's, performance was 83.9% answered in 8 working days against a target of 95%.</p> <p>For Quarter 2 for Complaints, performance was 81.9% answered in 10 working days against a target of 95%.</p>
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Two Year Trend					Commentary
FOIA Further improvement					<p>Action plan and Timescales for Improvement in MEQ performance.</p> <ul style="list-style-type: none"> • Regular liaison with departmental Heads of Service, and an on-going dialogue with colleagues responsible for answering the members enquiries has seen a significant improvement in all areas of the council. • Place department continue to receive the bulk of all members enquiries and the Head of Governance & Scrutiny with the MEQ Team Leader have met with all Heads of service from this area to see if there are areas the team can assist in improving their performance, and this has proved to be helpful. • Tighter management of all co-ordinated cases has improved results. Provisional information shows performance increasing to 87% in October and November. • It should be noted with regard to the quality assurance of MEQ responses, we will be reminding departments about ensuring sufficient detail and explanation are provided, through the interactions that we have with departments. • The RAG rating is now amber and should be green by end of March 2020. <p>Action plan and Timescales for Improvement in FOI performance.</p> <ul style="list-style-type: none"> • FOIAs are now showing a vast improvement with many departments in the last 2 months approaching 100%. The table to the left shows a breakdown of Quarter 2 which details the improvement and shows a substantial improvement in September. • The process is now much better understood by the wider Council, as are the departments' understanding of FOIA law and exemptions. • Link officers within the Complaints and Access to Information team (CAIT) are liaising well and having regular meetings with designated colleagues across the Council departments. • Further improvements include Training for CAIT and for the department officers,
Compliance %	June	July	August	September	
Volume of FOIs	131	176	174	118	
Volume completed in time	87 (66%)	117 (67%)	152 (87%)	114 (97%)	

Two Year Trend	Commentary
	<p data-bbox="954 255 1489 322">better use of Power BI for reporting, and publication of FOIA responses.</p> <ul data-bbox="906 327 1477 394" style="list-style-type: none"> <li data-bbox="906 327 1477 394">• The RAG rating is now amber and should be green by end of March 2020. <p data-bbox="858 427 1497 495">Action plan and Timescales for Improvement in Complaints performance.</p> <p data-bbox="858 528 1473 595">CAIT are now applying the same methodology to focus on improving the complaints statistics.</p> <p data-bbox="858 629 1485 1133">The Complaints procedure has been rewritten and streamlined to 2 stages in line with the Ombudsmen procedure, and as such there is no historical or comparative information. As a result of a restructure of the team, a new process for responding to complaints was introduced in July of this year. The aim of the new process was to give responsibility for the final stage complaints to Heads of Service and to have the Senior Officers in the Central Team co-ordinating and quality checking the responses. Some departments are managing to answer complaints within the timescales, others are showing many complaints as overdue.</p> <p data-bbox="858 1167 1422 1200">Action Plan to reduce overdue complaints:</p> <ul data-bbox="906 1205 1497 1951" style="list-style-type: none"> <li data-bbox="906 1205 1497 1402">• The Head of Legal Services has met with the Head of Housing repairs and the Head of Waste Services which are the main areas where complaints are overdue and has discussed plans for improvement. <li data-bbox="906 1406 1497 1536">• Waste Services have a dedicated complaints officer for a fixed term period to deal with the increase in complaints due to the service change. <li data-bbox="906 1541 1497 1715">• Repairs will have more dedicated complaints resource from the new year and are also in-sourcing the repairs and maintenance. This should show a positive effect by the end of March 2020. <li data-bbox="906 1720 1497 1872">• Members of CAIT are also learning new areas of work so that there is greater cover for absence and greater long-term resilience and succession planning within the team. <li data-bbox="906 1877 1497 1951">• RAG rating for Complaints is expected to be amber by the end of March 2020.