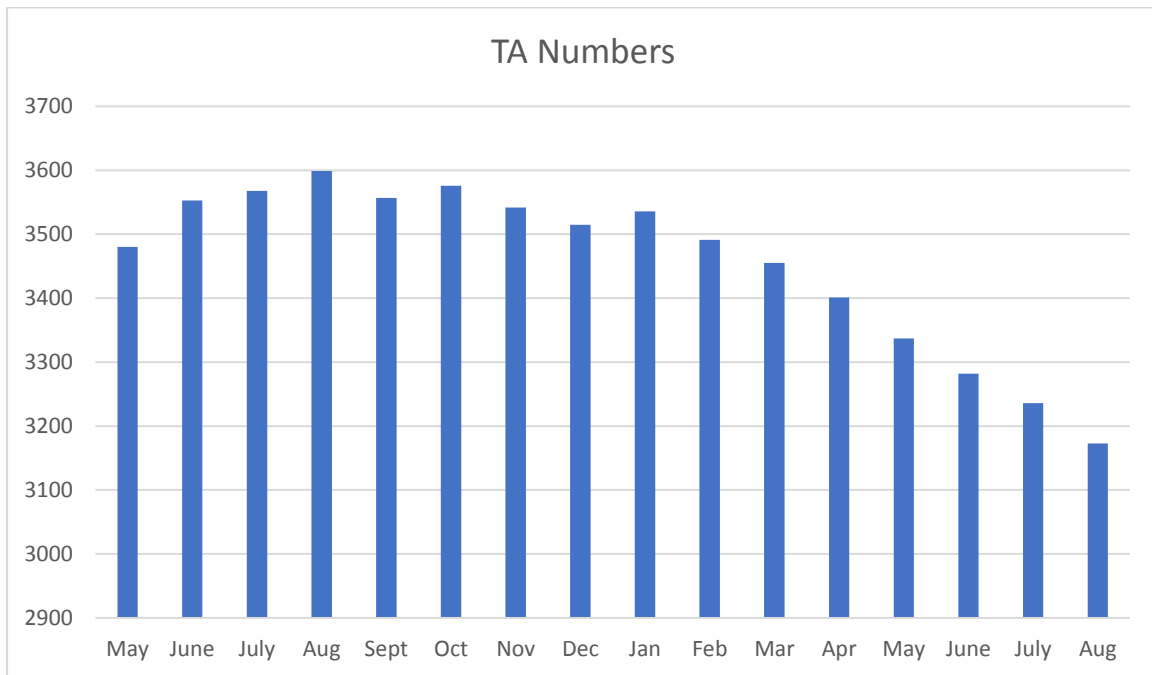


Action Plan Subject: Temporary Accommodation

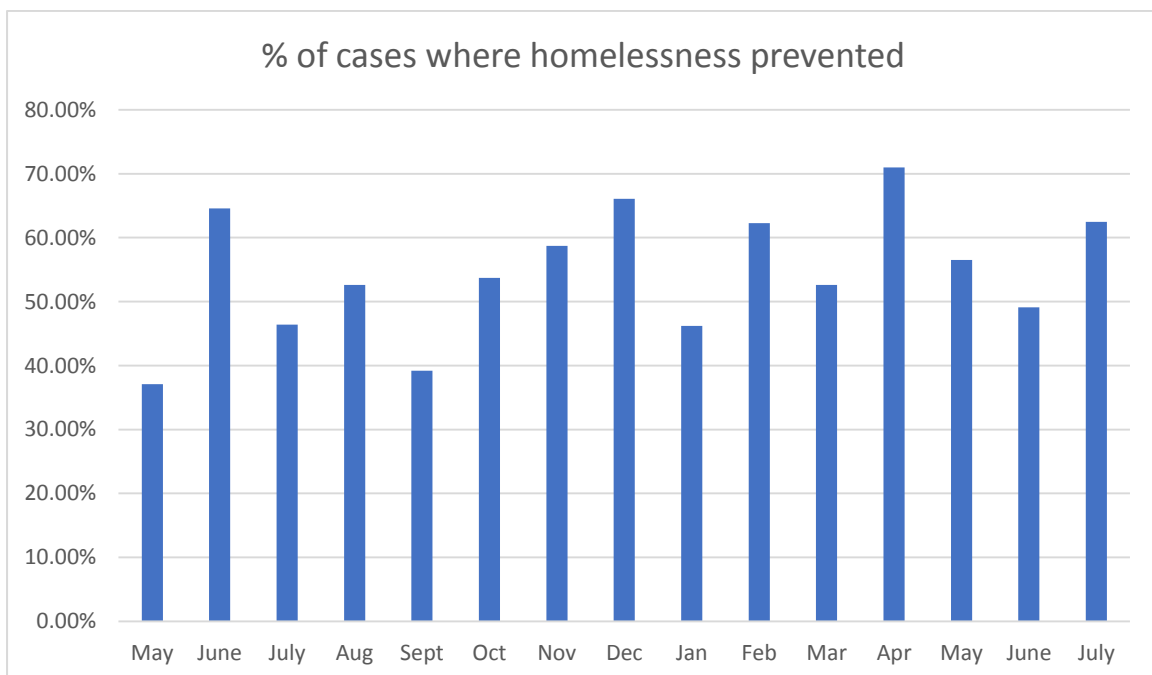
Lead Director: Executive Director Place

Total Numbers

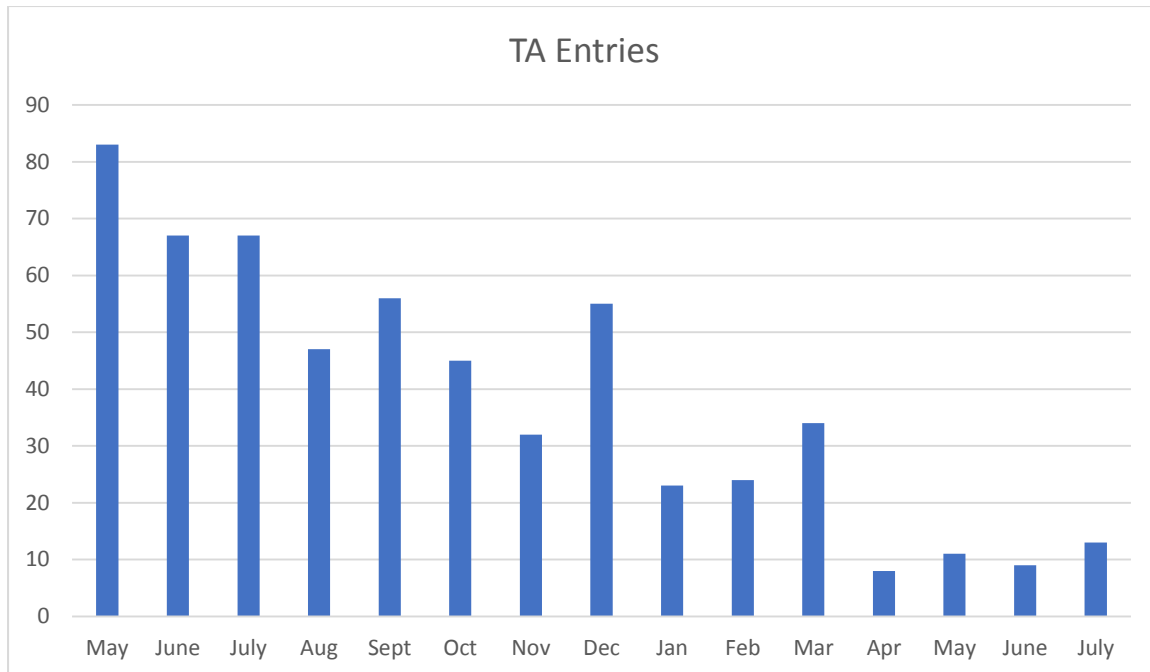
Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. We are on track to deliver on a target of 2691 households in temporary accommodation by year end.



TA Prevention

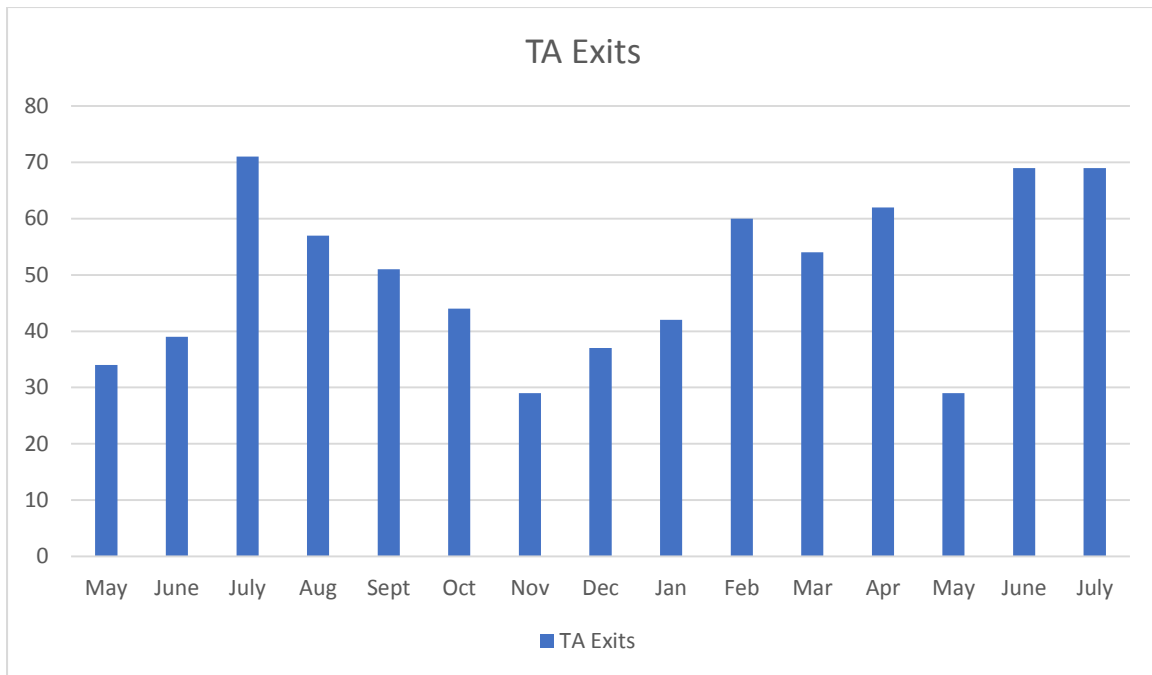


Prevention activity from has continued to be at a higher rate. Prevention of homelessness includes households where we have moved them directly into alternative privately rented. This is therefore a reflection of both the prevention activity and an increased focus on PRS procurement. This is reflected in the reduced numbers of households entering temporary accommodation.



TA Exits

The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. As the Covid restrictions are lifted the numbers of people leaving temporary accommodation are increasing. The Sustainable Housing Team is working with residents to assist them in securing privately rented accommodation, using the Allocations Scheme and 'Find Your Own Home' to incentivise people to move.



The main obstacle to moving households out of temporary accommodation is staffing as residents need to be supported through this process. The Move On Team in Sustainable Housing is currently operating at well below capacity but we are in the process of onboarding 7 new members of staff. This will enable us to increase the support to households moving out of temporary accommodation.

Covid Emergency Accommodation Update

The funding for Everyone In came to an end in June 2021. We have secured money for move on accommodation from the GLA for 72 people. We have 20 people still in emergency accommodation.

No Recourse to Public Funds

Our legal ability to offer support to single people with no recourse to public funds ended in June when the Covid measures were lifted. Earlier in the year we have over 90 people in this position and by June had managed to resolve the immigration status of most people. This left us with a cohort of 26 people in emergency accommodation. By the end of June, we had resolved a further 14 cases and the remainder were issued with notices to quit following an intensive round of checks on vulnerability, care needs and offers of voluntary repatriation. As at the end of June, two people with no recourse to public funds were accommodated and they were housed in the Somewhere Safe to Stay Hub.

Transformation Programme Update

Outreach

The Outreach Team cover all our prevention activities.

The new service Launched in October 2020 with a skeleton staff. Despite this successful prevention activities rose from 39.2% in September to 70% in April. Recruitment to front line roles is ongoing and staff are being onboarded in tranches to ensure continuity of service.

Work is underway to set up the Floating Support Team. Agreement has been reached with Adult Social Care for the Riverside staff to be collocated with the new team to enable a more coordinated approach to floating support.

Sustainable Housing

The Team cover four key areas:

- Residents in Temporary Accommodation
- Domestic Abuse & Safeguarding
- Duty to Refer and Discharge from institutions
- Street Homelessness

Managers have been appointed for each core area. Recruitment is now being completed for the front-line staff.

Market Management

This team brings together the procurement and management of properties into a single team. The restructure is complete, and the remaining vacancies are being recruited to. This includes better management of our nightly paid portfolio to improve the quality of accommodation.

Future Pressures

The impact of Covid cannot be underestimated. As the lockdown measures are lifted, we are seeing an increase in the number of people approaching us for help. Budget provision has been made for a 20% increase in cases. This is particularly relevant for PRS evictions where landlords have been prevented from evicting their tenants.

The number of new cases rose dramatically in April following the end of the last lockdown. Cases have been increasing since May, driven by the lifting of the ban on evictions. The success of the service has been in intervening to ensure that people do not need to go into emergency accommodation and in assisting those in emergency accommodation to secure privately rented.

In June 58 households presented as homeless on the day and July saw another 60 households presenting as homeless on the day. Despite this we successfully managed to keep the majority in their existing accommodation rather than moving them into temporary accommodation.



Twelve Point Plan

The impact of Covid and successive lockdowns have impacted on our ability to deliver against the previous nine-point plan. This was drawn up at the end of the first lockdown. We have a new twelve-point plan in place to accelerate reductions in our use of temporary accommodation. We are conscious that the original five-year business plan was drawn up before Covid and that this means that the service will have a significant overspend even if the ambitious targets for reducing the use of temporary accommodation are met this financial year.

We have carried out a review of our five year business plan based on our experience over the last year. This will be presented to a future Cabinet meeting for approval.

Action Plan Subject: Telephony and Customer Services Lead Director: Executive Director Resources

Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

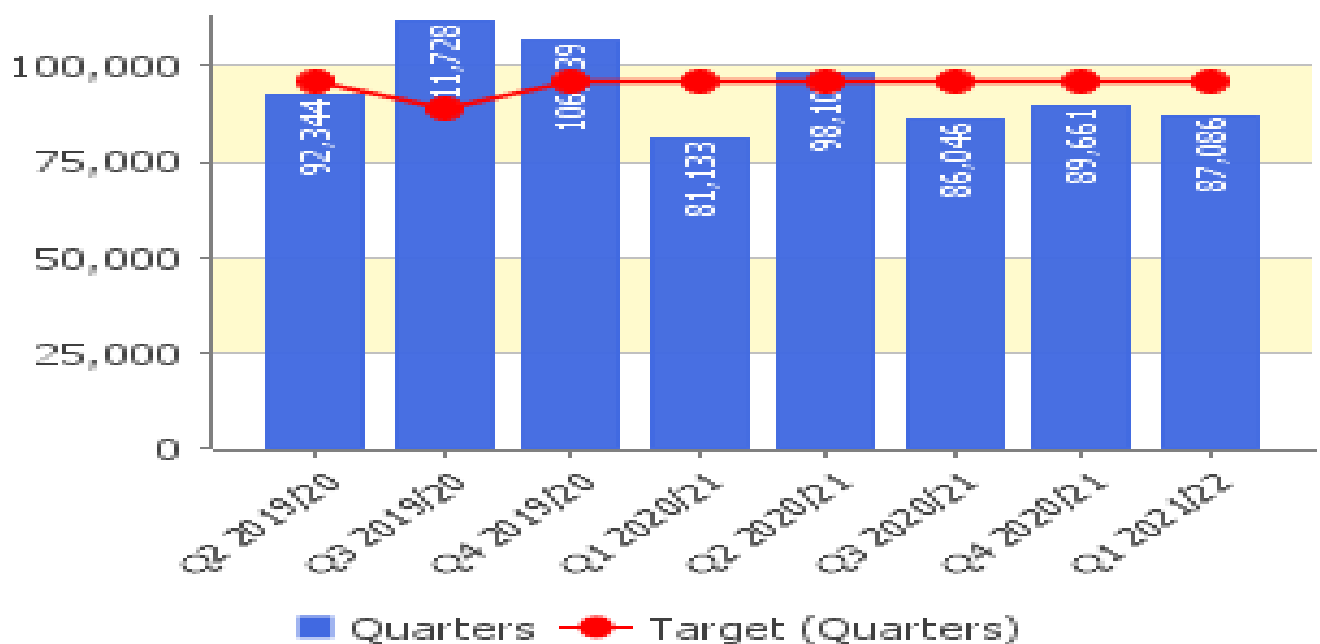
Call answer rates and wait times are determined largely by demand variances, specifically the volume and length of telephone calls

Current performance is below.

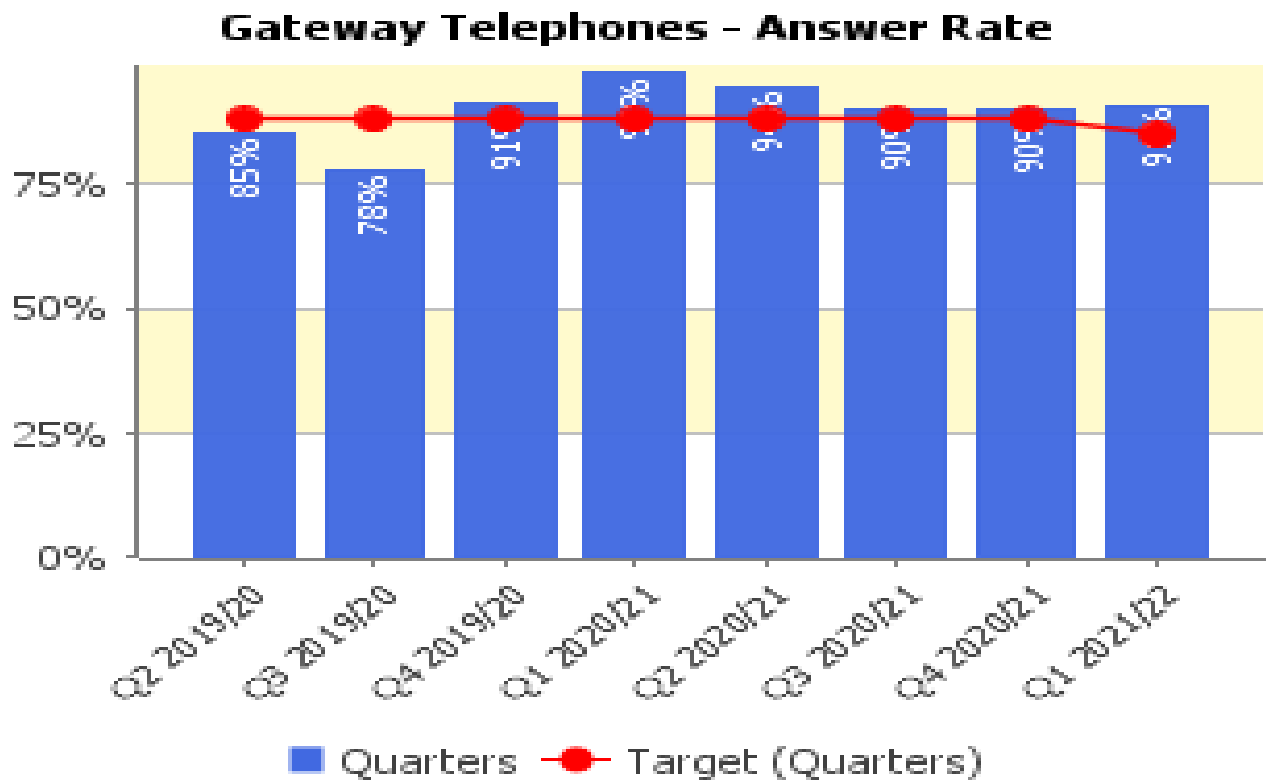
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	
	Value	Value	Value	Value	Value	Target
CE 007 Customer Satisfaction: Webchat	77.3%	84.4%	86.8%	86.1%	83.2%	85.0%
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.7%	82.1%	84.3%	86.4%	75.2%	85%
GWH 002 Gateway Telephones - Answer Rate	98%	94%	90%	90%	91%	85%
GWH 003 Gateway Telephones - Average Wait Time	00h 00m 34s	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 00s
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	100%	96%	95%	93%	83%	90%

In terms of Call Volumes there was a decrease of 2900 calls between Quarter 4 and Quarter 1.

Gateway Telephones - Volume of Calls

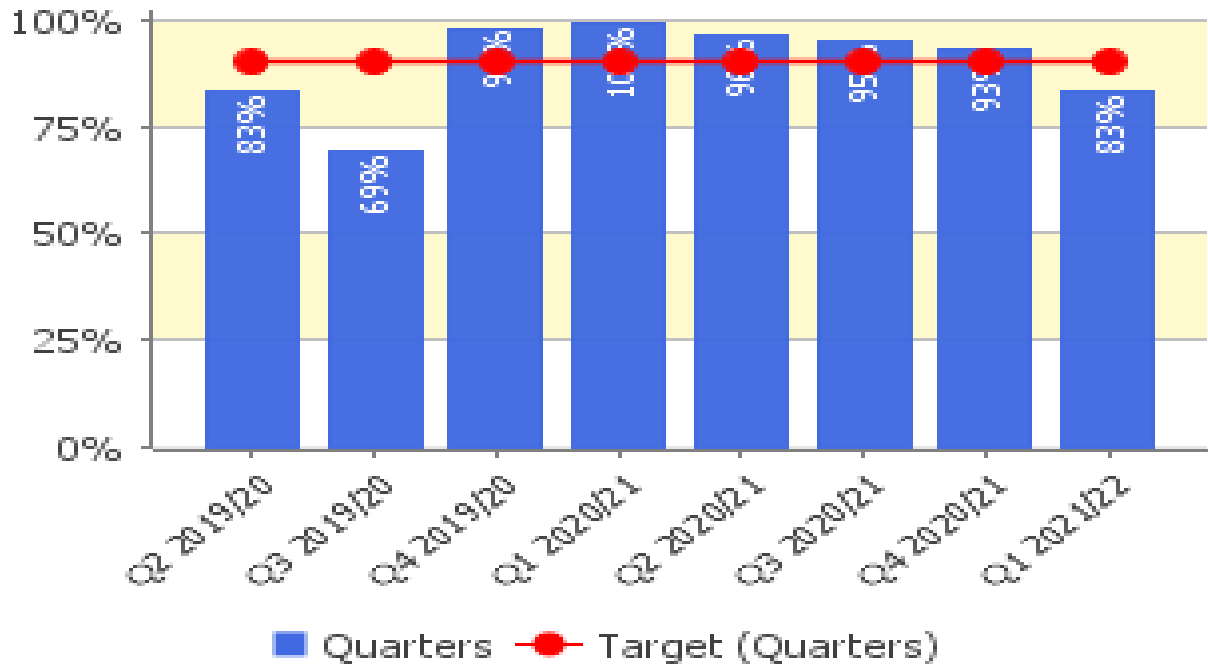


The Answer Rate is now showing at 91% which is well above the 85% target



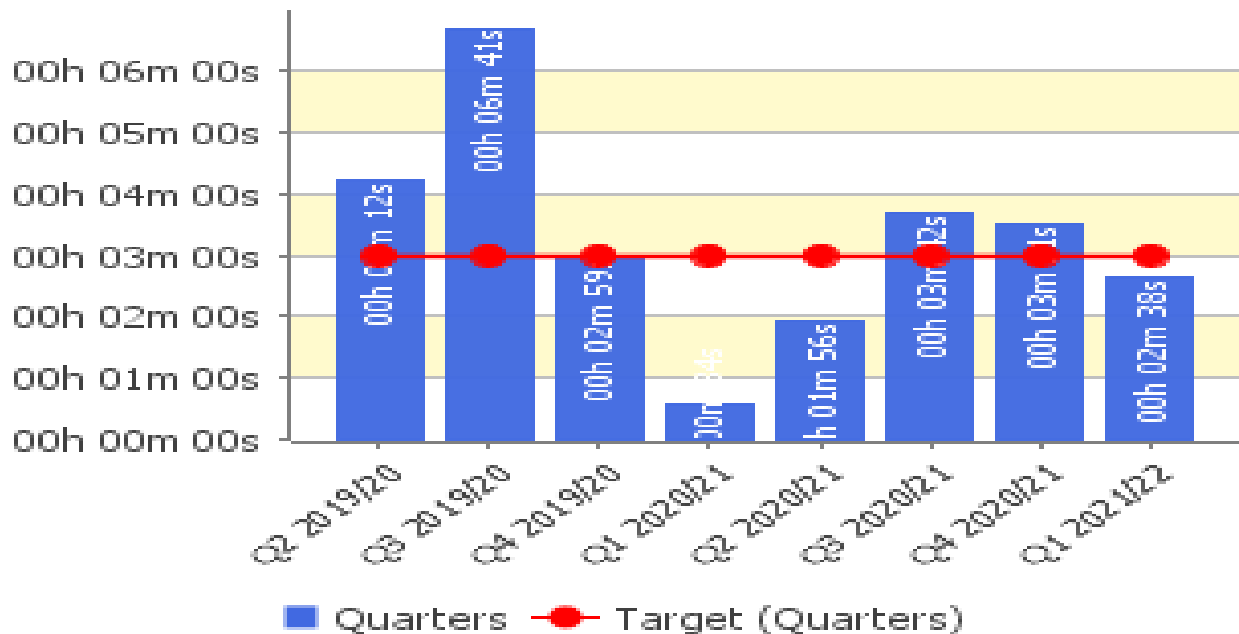
83% of all calls were answered within 5 minutes which is below the 90% Target. The reason for this is that we have had new staff to be trained, and we are confident that next quarter will see this performance back on target as it was last year.

Customer Services: % of Calls Answered Within 5 Minutes



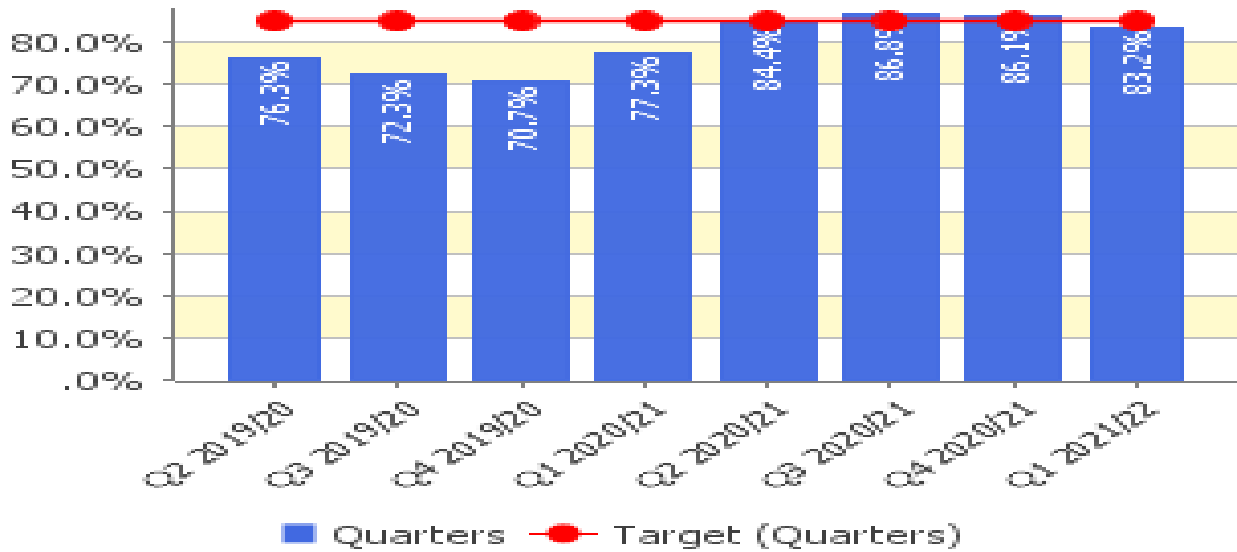
Average Wait Times continue to be positive and have improved since the last 2 quarters due to more staff taken on and cross training of council housing staff to take general calls as required.

Gateway Telephones - Average Wait Time



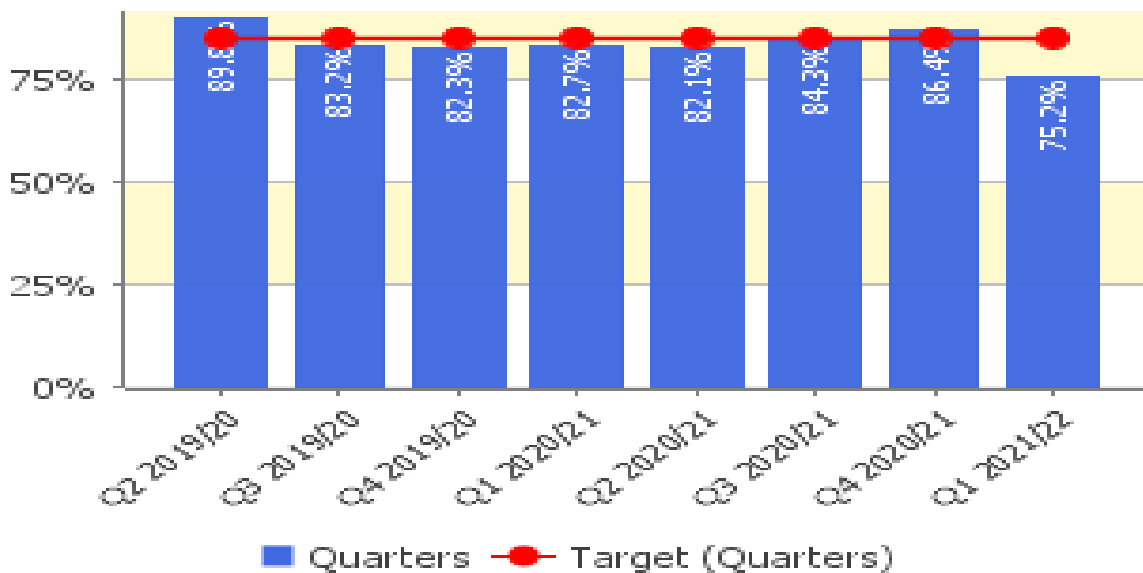
Customer Satisfaction with Webchat continues to be high and is now at 86%.

Customer Satisfaction: Webchat



One area that has seen a downturn in performance is customer satisfaction on telephony which has fallen to 75.2% - a big drop from Q4 last year when it was above the target rate. This overall customer satisfaction rating is derived from data on two specific services. We are working with those specific services to rectify the reasons for customer dissatisfaction, which is also mirrored by increased waiting times for these two services (despite the overall good average wait time recorded above). Customer services are also increasing emphasis on call monitoring to establish training needs.

Customer Satisfaction: Telephone Advisor 'Professional' Rating



Covid-19 Related Support Work

The Community Support Line which is accessible via the contact centre line #1000 (Option 7) recorded 1787 calls in Quarter 1 21/22 with levels of demand dropping as restrictions eased.

Action Plan Subject: Sickness Absence
Lead Director: Director of Human Resources & Organisational Design

Please note the following definitions for the purposes of this report.

FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.

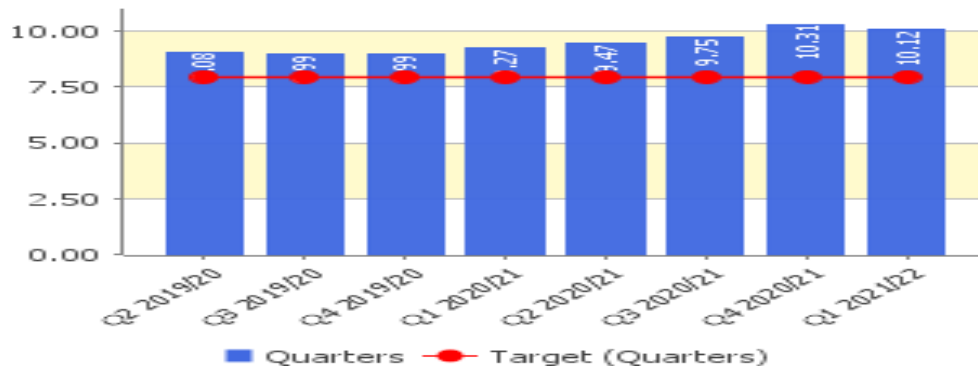
Average FTE Days: This is the number of FTE working days lost to sickness absence

Sickness absence includes sickness relating to or due to Covid-19 but not self isolation cases. 20% of Sickness in the April- June was related to Covid-19.

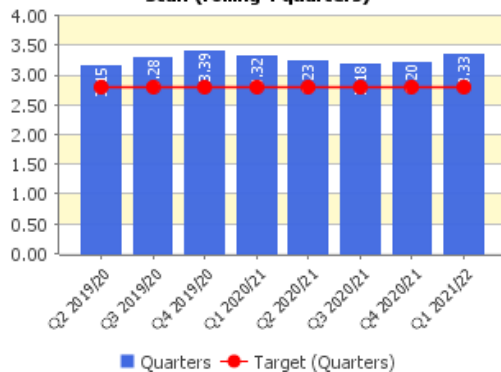
Compared to the same period last year sickness levels are lower in the CEX and Place Departments and higher in Resources and People departments

The rolling 8 quarters for sickness absence up to Quarter 1 (January – March 2021) is in the chart on the left-hand side. Current Council wide performance is above target with 10.12 FTE days being lost. The target is 7.96 FTE days lost which was the London average in 2018/19.

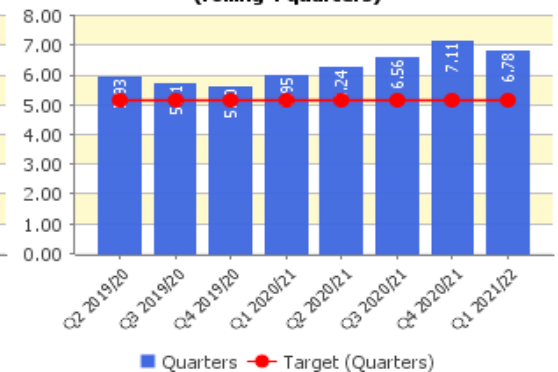
Average Sick Days - Council Staff (rolling 4 quarters)



Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)



Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)



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 One shows the following:

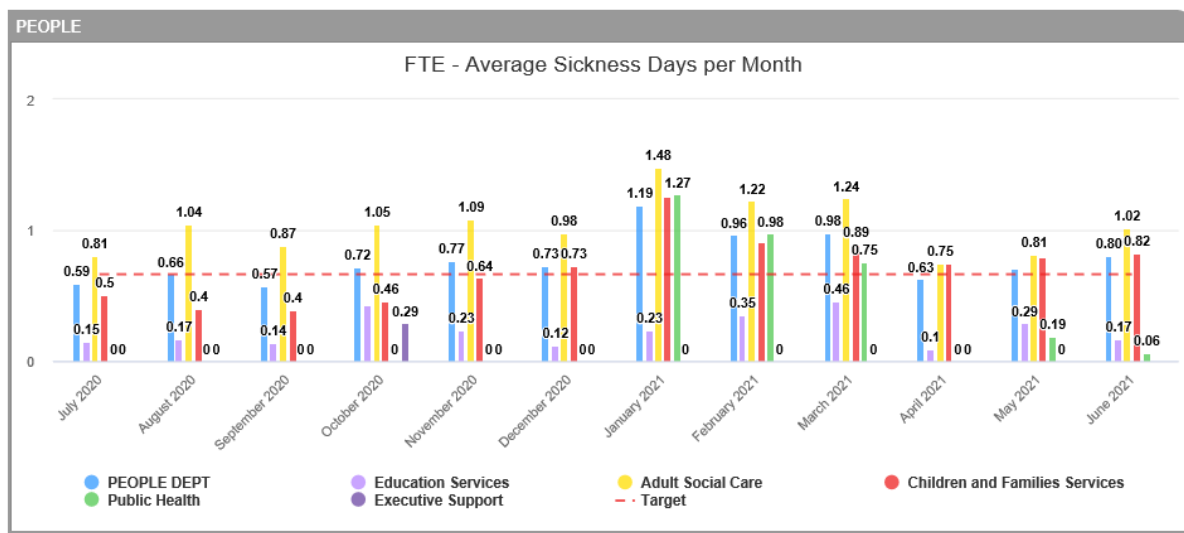
The Place Department did have higher levels of Covid-19 sickness absence during Q1, but it should be noted there are front line services within this department where officers cannot work from home as alternative to attending at work.

The Development Team appears to show a sharp rise in absence. This is a small team and therefore a small number of absence cases can result in a significant increase.

Within both Housing & Regeneration and Environment & Ops that previously had higher levels of sickness absence, the trend is now showing a gradual improvement. A number of interventions have been put in place to support sickness absence in these services, including sickness review boards and proactive management of absence cases supported by the HR Business Partner Team.

People Department

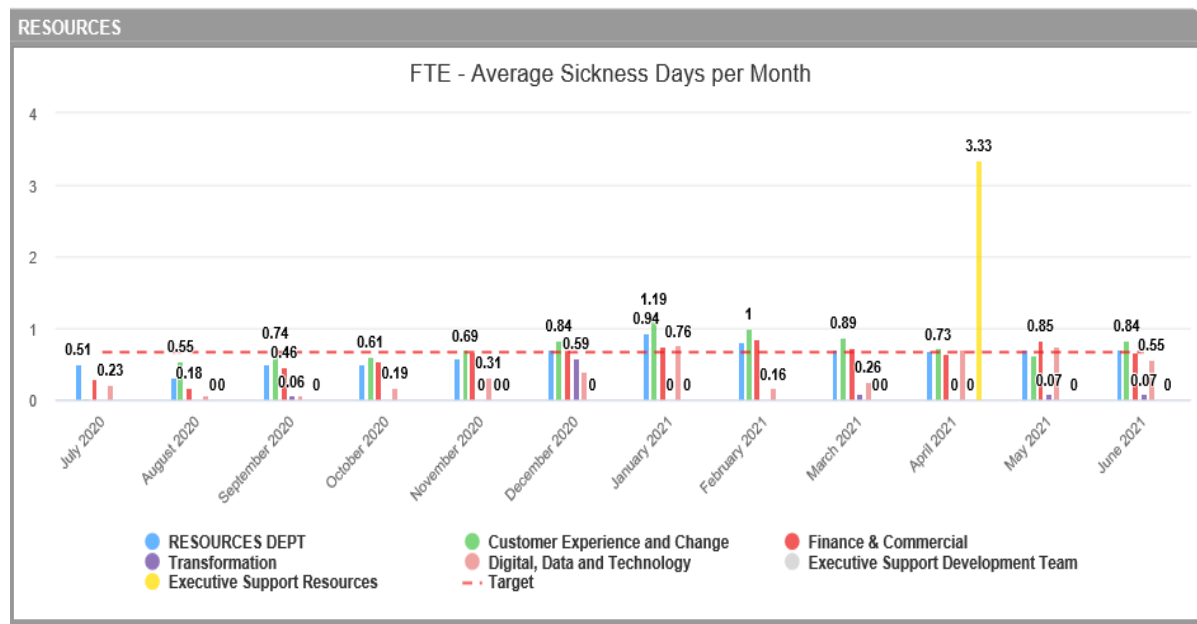
Sickness absence is monitored on a regular basis.



- The Directorate acknowledges the slight increase in sickness levels due to the transfer of IWE back in-house from June 2020. This can be evidenced in the overall increase in sickness absence in Adult Social Care since June 2020.
- The combination of a frontline workforce still required to work, and the consequences of the Covid-19 pandemic will have had a direct impact on the absence stats for the People Department. As frontline workers who have been working out in the community delivering services throughout the pandemic, they are at greater risk of contracting Covid-19 than staff who work primarily from home.
- The HR Team meet regularly with Directors and Head of services to address not only sickness absence but other issues across the teams.
- There are robust plans in place to address the overall absence levels across departments.

In addition, the departments will be reinstating the bi-monthly DMT meeting where overall sickness absence management is discussed

Resources Department



The Executive Support team appears to show a sharp rise one off rise in absence in April 2021. This is a small team and therefore a small number of absence cases can result in a significant increase of this nature.

Absence is monitored and reviewed and regularly discussed at management team meetings.

Absence reasons:

The top three absence reasons for this quarter are:

- Stress and Depression and Anxiety
- Other known causes
- Other musculoskeletal problems - exclude back problems- include neck problems

Action Plan Subject: Waste and Recycling

Lead Director: Executive Director Place

The amount of residual waste per household (known as NI191) and the percentage of household material sent for reuse, recycling and composting (known as NI192) is reported to Government through the system called Waste Data Flow and is available to the public once data verification is complete.

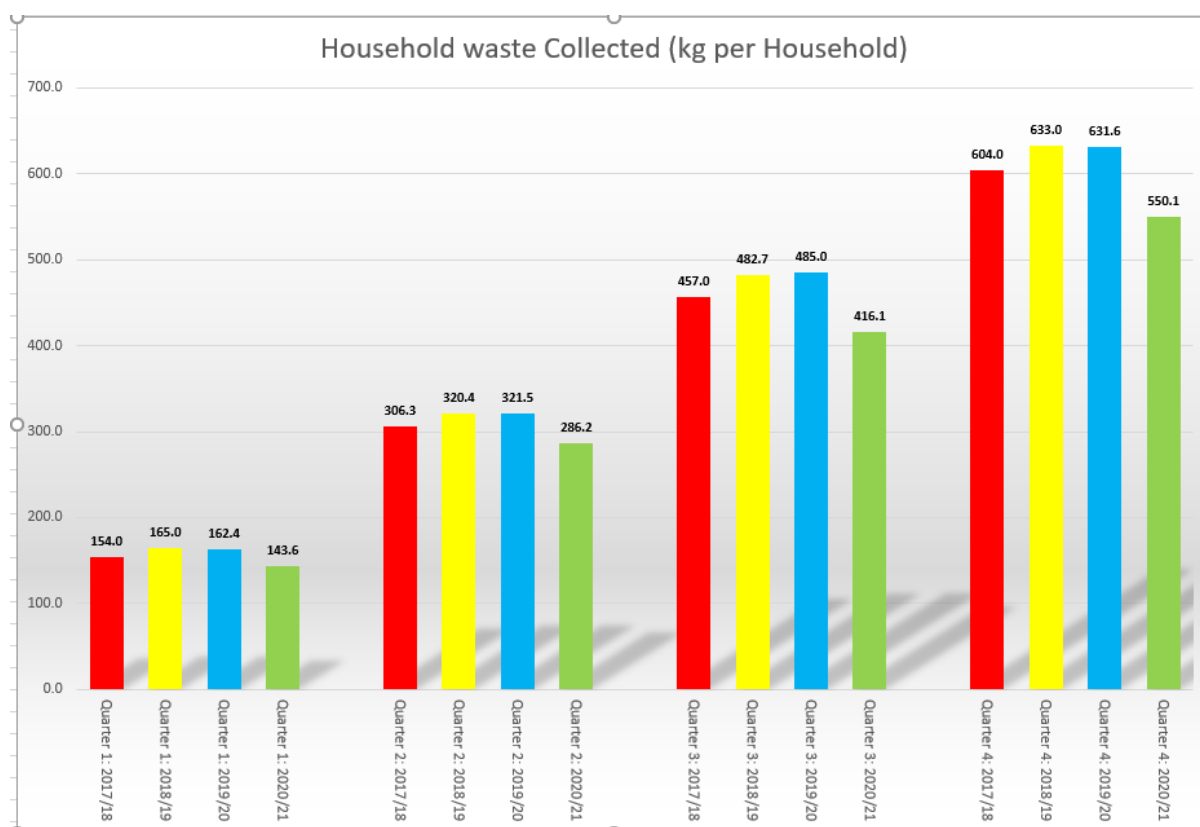
The process is that data is collected and verified by the London Borough of Enfield (LBE), North London Waste Authority and then Waste Data Flow. Data remains provisional until published which is generally around six months after the quarter.

Current Performance

The most recent available data is quarter 4 (1 Jan 2021 to 31 March 2021)

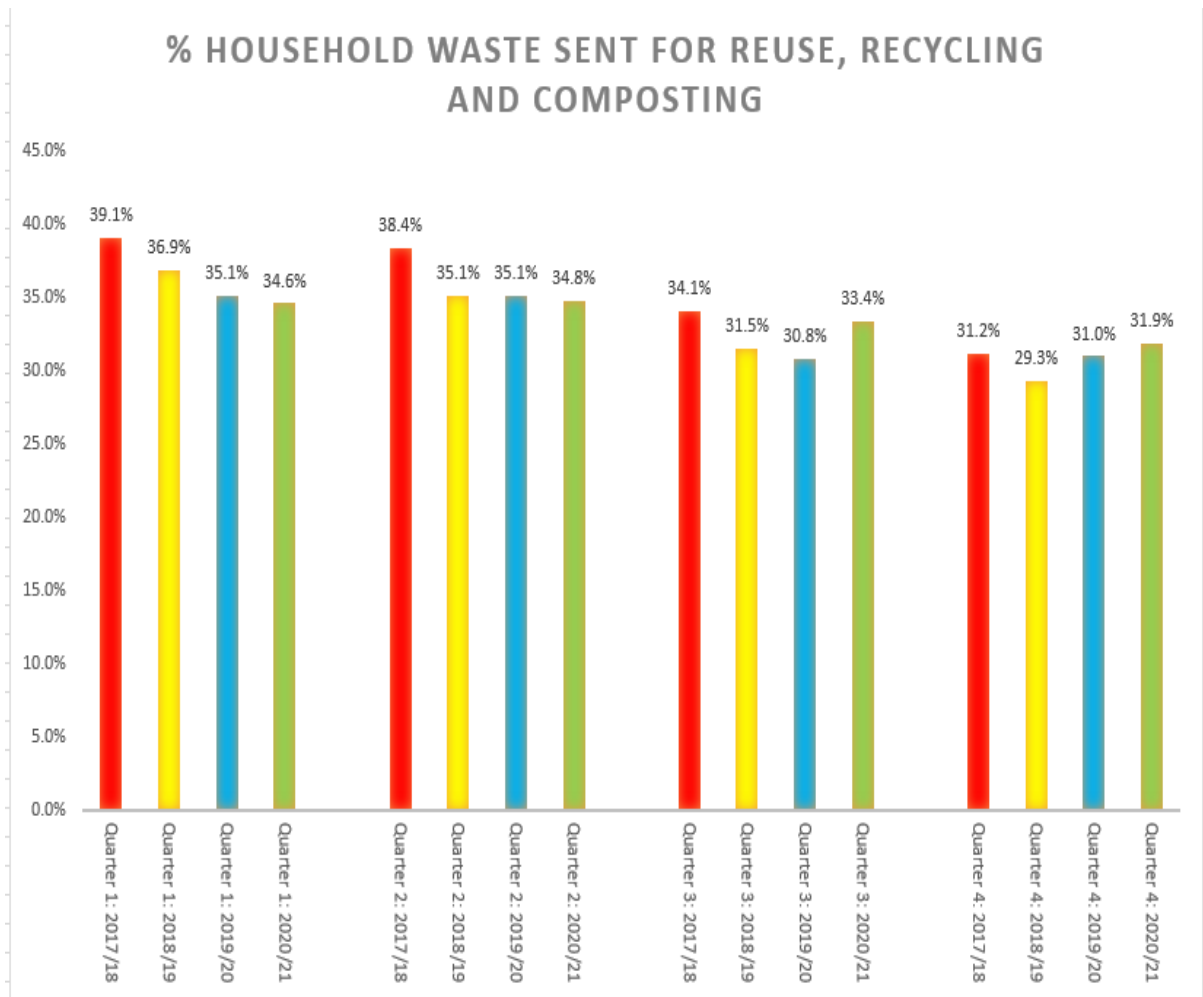
Graph 1 shows household waste collected, kg per household – NI 191

Based on the data below, household waste collected, kilogram per household for Q4 showed a reduction from 631.6 kilogram per household in 2019/20 to 550.1 kilogram per household in 2020/21. This was after the waste service change commenced in March 2020.



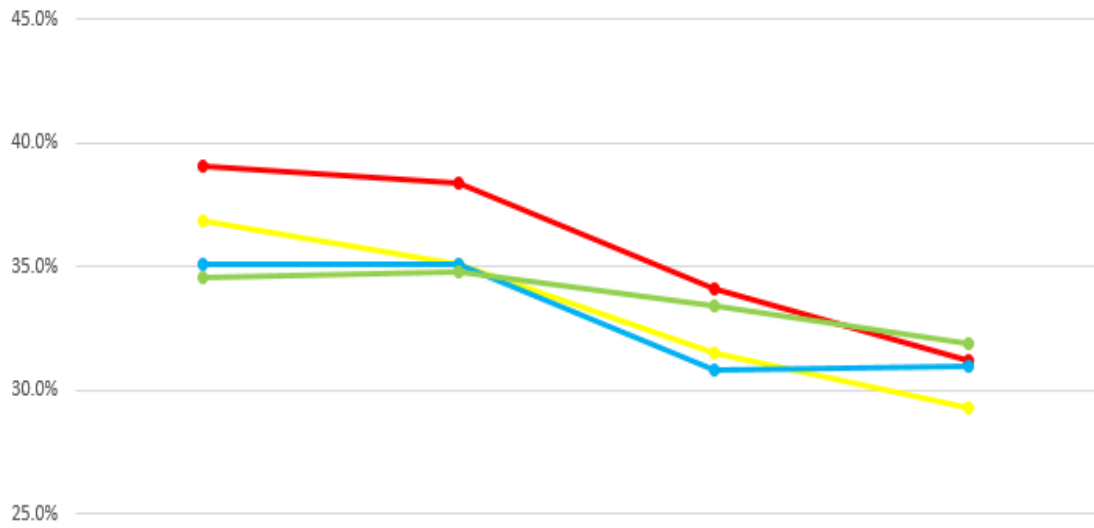
Graph 2 below shows the percentage of household waste sent for reuse and recycling and composting – NI 192

The percentage of household waste sent for reuse and recycling and composting was 31.9% percent which is an improvement compared to the previous year (30% percent)



After we introduced the waste service changes in Quarter 1 2020/21, we have seen the recycling rate stabilise and then increase slightly for the last two quarters of 2020/21 when compared to the same quarters for the previous year (2019/20).

Recycling Rate Trend Graph



	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:
2017/2018	39.1%	38.4%	34.1%	31.2%
2018/2019	36.9%	35.1%	31.5%	29.3%
2019/2020	35.1%	35.1%	30.8%	31.0%
2020/2021	34.6%	34.8%	33.4%	31.9%

On-going Action Plan

On 2 March 2020, the second phase of the waste service change was implemented. The service changed from a weekly collection of refuse and weekly collection of dry recycling to alternate weekly collections. The plan was that once the physical/operational changes were embedded (normally 3-6 months e.g. June to Sept 2020) a series of behavioural face to face engagement and communications would then be deployed to support and change resident behaviour to increase recycling across the borough.

However, implementation of the service change was disrupted by Covid-19 and face to face and roadshow event behavioural engagement and communications were delayed.

Timescale for Improvement

These outreach programmes will be focused on four key areas:

Contamination at Kerbside – to improve the current quality of recycling from residents

- Borough wide marketing campaign running from 14th June 21 – 31st March 2022; remind residents what can/can't go in their recycling bin

Current Update:

- **28th June – 6th July:** identified areas that are regularly contaminating recycling bins from Monday, Tuesday and Wednesday rounds; total of 6,721 properties were covered under the project; recycling officers undertook face to face door-stepping on the day before collection day, inspected recycling, noted contaminant present in the bins. If the bin was contaminated, we door knocked and engaged with residents. Glance card on 'do's and don'ts' of recycling were delivered to all properties. 2,773 bins were found contaminated during the visits. The engagement rate was 15% for the total number of heavily contaminated bins.
- 26th July – rejection of contaminated bins commenced; bins were stickered advising of the items the bin is contaminated with and this has seen an improvement in the contamination rate recorded at our reprocessor.

Recycling at Kerbside – to increase the amount of material recycled

- 05th July-25th August– borough split in to 4 groups for targeted communications and face to face engagement: Category 1: Good Performers (waste minimisation – digital campaign) included 12,387 properties, Category 2: High Waste Producers (waste minimisation – door knocking) included 3,269 properties, Category 3: Poor Food Recyclers (target food recycling through door knocking and glance cards) included 3,999 properties and Category 4: Poor Performers (all recycling through door knocking and glance cards) included 12,449 properties.
- The total number of engagements on social media using Enfield Contamination Comms was 1,845; engagement using NLWA images was 9,397; and there were 98 engagements for 'Thanks for Recycling' message on Facebook.
- For face to face engagement all doors were knocked for Category 2, Category 3 and Category 4; glance cards with information on recycling and food recycling were dropped at all properties (19,717); the face to face engagement rate for these categories was 28%.
- Outcomes of these actions should be delivered in coming quarters

Recycling on Estates:

- June- August: trial on 3 estates using new reverse lid bins, clear messaging, and face to face resident engagement. We have engaged with residents at those sites before and during the trial to promote recycling. Weekly monitoring was conducted.
- The trial has resulted in an improvement in the quality of recycling collected from the trail estates due to less contamination
- 30 further estates to be identified and start mid-September

Schools:

- Refresh LBE website and create a school's toolkit on recycling
- Online workshops and hot topic sessions
- c.6 school roadshows to align with outreach targeted areas of poor performers
- Liaising with schools to have our first meeting to discuss the toolkit and to do after school road shows
- Conducting workshop for pupils with Enforcement team at Enfield Heights – date to be confirmed.

Improvement is expected to take place as Covid restriction are removed. Face to face and road show behavioural engagement and communications started in June/ July 2021 and will last until March 2022.

Action Plan Subject: Complaints, FOI's and Complaints Lead Director: Director of Law and Governance

The charts below show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.

This covers the period (April 21-June 21) Quarter 1 of this financial year

The figures show consistency in performance at a challenging time of the pandemic when council business as usual has been interrupted. Performance is improving, as we are aware performance across these areas was directly impacted by the Covid Pandemic.

At the same time as an increase in performance, there has been an increase in MEQs, FOIAs and Complaints received, some of these resulted from large scale projects and consultations.

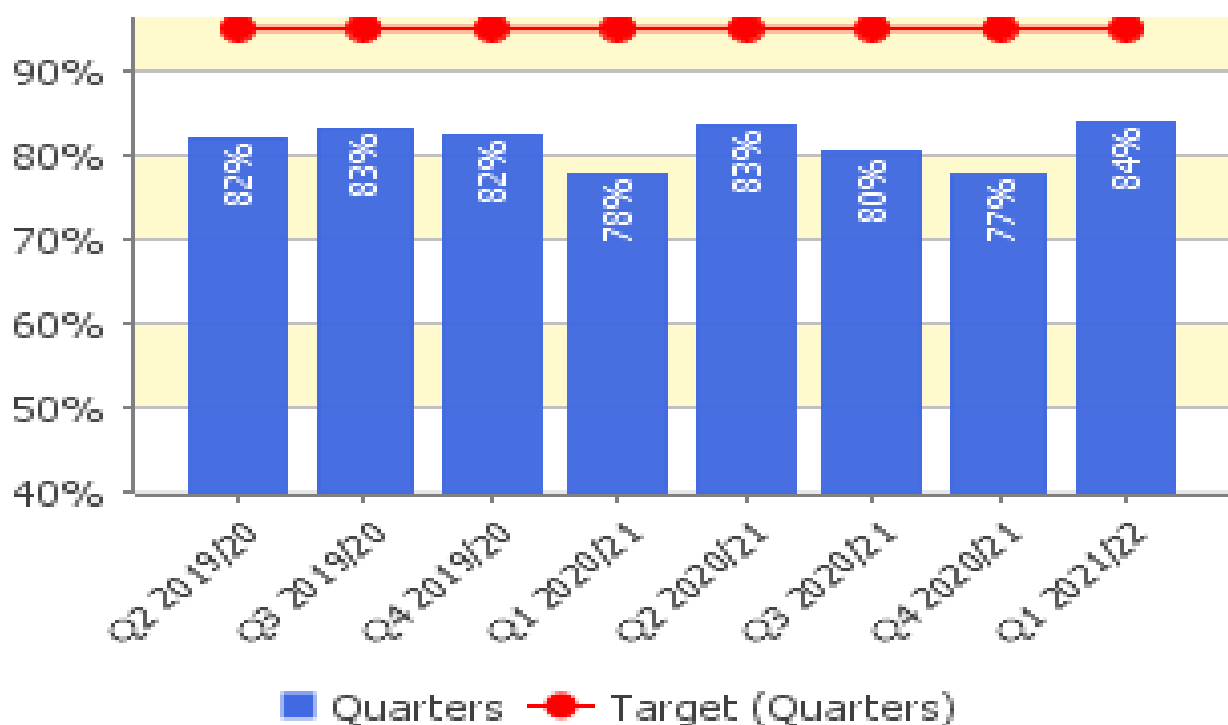
Improvements that have been made are that all heads of service now have access to Power BI (reporting tool to see all open requests), the profile and awareness of the Ombudsmen role in Complaints is being raised, a new system for recording complaints and requests for information is being worked on and the central team is enabling greater access to standard responses and templates

The team are continuing to work on new system and embed developments to enable better monitoring and working with New Heads of Services to ensure they understand their role and the role of the teams that will support and drive up performance.

Complaints: Complaints performance increased to 84% being resolved within timeframe in Quarter 1

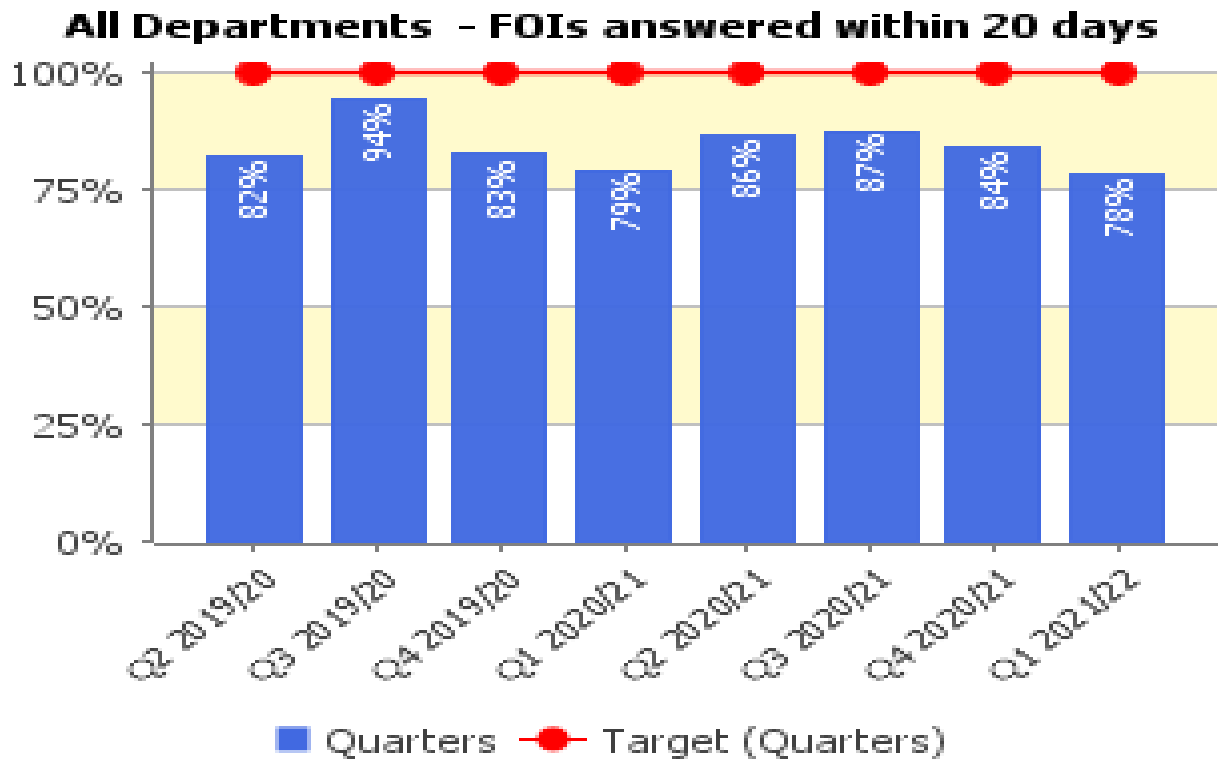
Actions and Next Steps:

Initial Review Complaints - Council Overall (% inside target)



FOIS: For Quarter 1 for FOIs, performance was 78% below the 100% target. There is a decrease on Quarter 4.

Actions and Next Steps:



MEQS: In Quarter 1 performance was 77% answered in 8 working days against a target of 95%. This is a 10% reduction in performance from Quarter 4

Actions and Next Steps:

