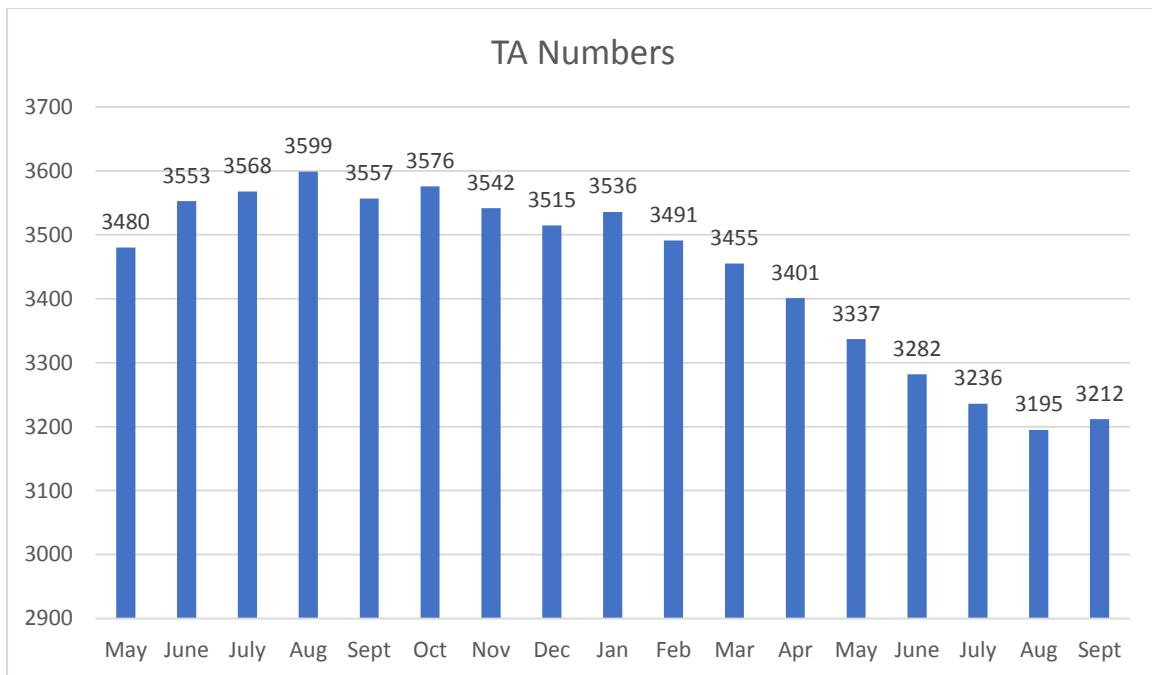


# Action Plan Subject: Temporary Accommodation

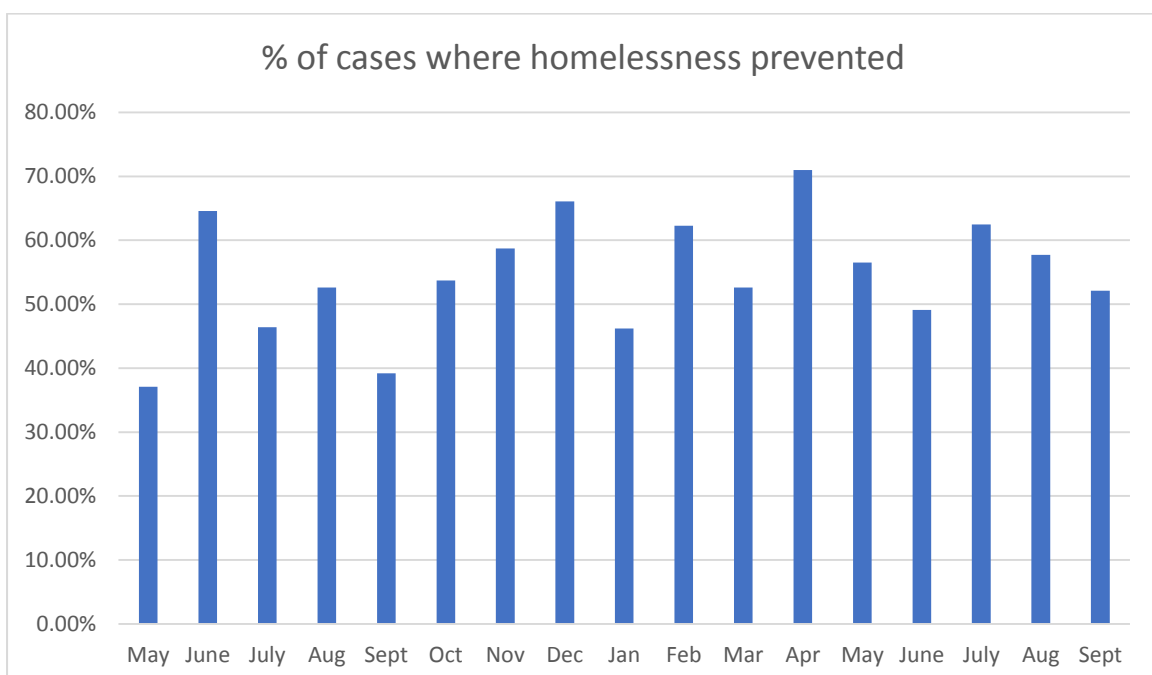
Lead Director: Executive Director Place

## Total Numbers

Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. We are broadly on track to deliver on a target of 2691 households in temporary accommodation by year end. However, we are conscious of this rise in our use of temporary accommodation in September.

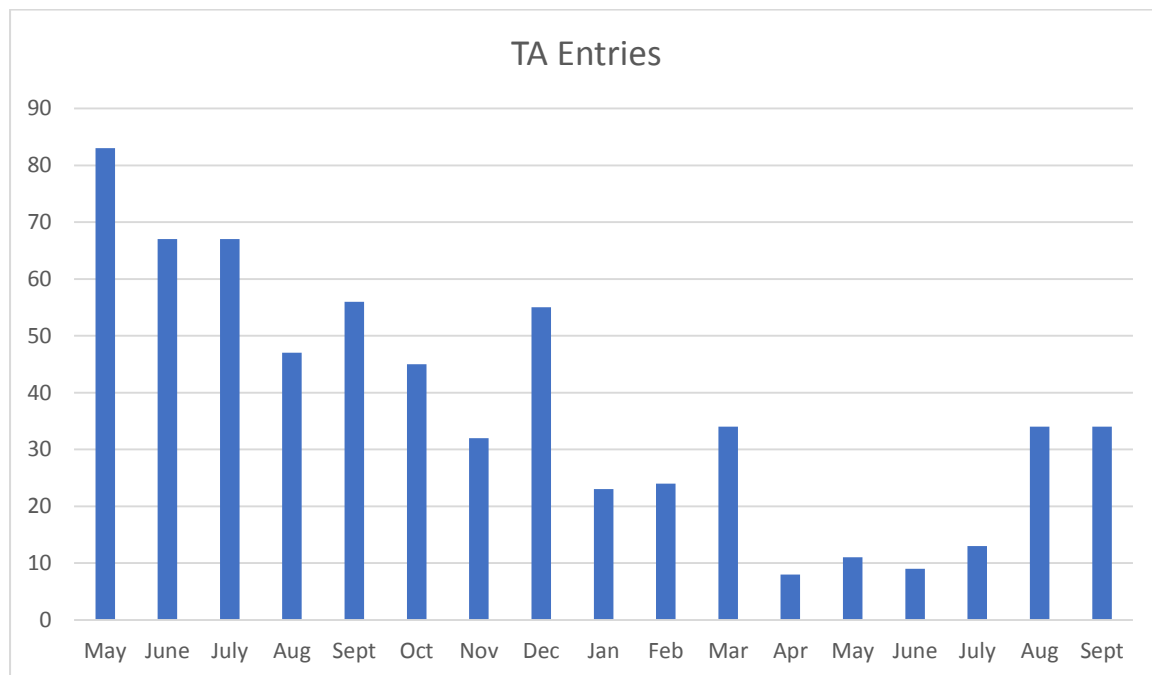


## TA Prevention



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.

The number of households entering TA has risen but remains well below the numbers seen in previous years. This reflects the impact of a large number of new staff being taken on to replace experienced agency workers. We anticipate that as staff are trained up, performance in this area will improve.



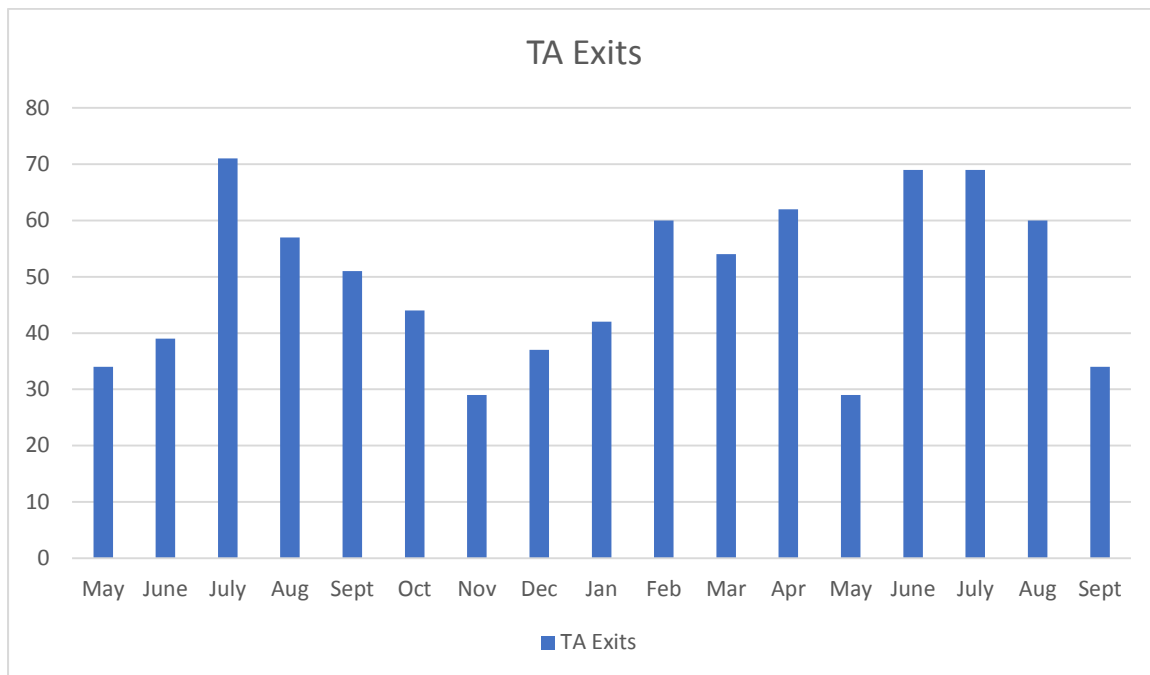
### TA Exits

The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. As the Covid restrictions were lifted the numbers of people leaving temporary accommodation increased.

The number of exits from temporary accommodation fell in September. We are in the process of establishing exactly why numbers fell. Two factors are being looked at:

1. The increased levels of demand for privately rented accommodation as part of our prevention activity means that a greater proportion of the properties we procure go to newly homeless households. Whilst this reduces entries into temporary accommodation, the knock-on effect is that fewer properties are available to households in temporary accommodation.
2. 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 in the process of onboarding new staff to replace experienced agency workers. This in turn has also impacted performance.



## Transformation Programme Update

### Prevent and Intervention

The Prevention and Intervention 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.

The Floating Support Team launched in October 2021. The team comprises four support workers and a manager. 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. The first tenancy training sessions have now been held.

### 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. Vince Rose has been appointed as the new Sustainable Housing Service Manager and will start on 13 December.

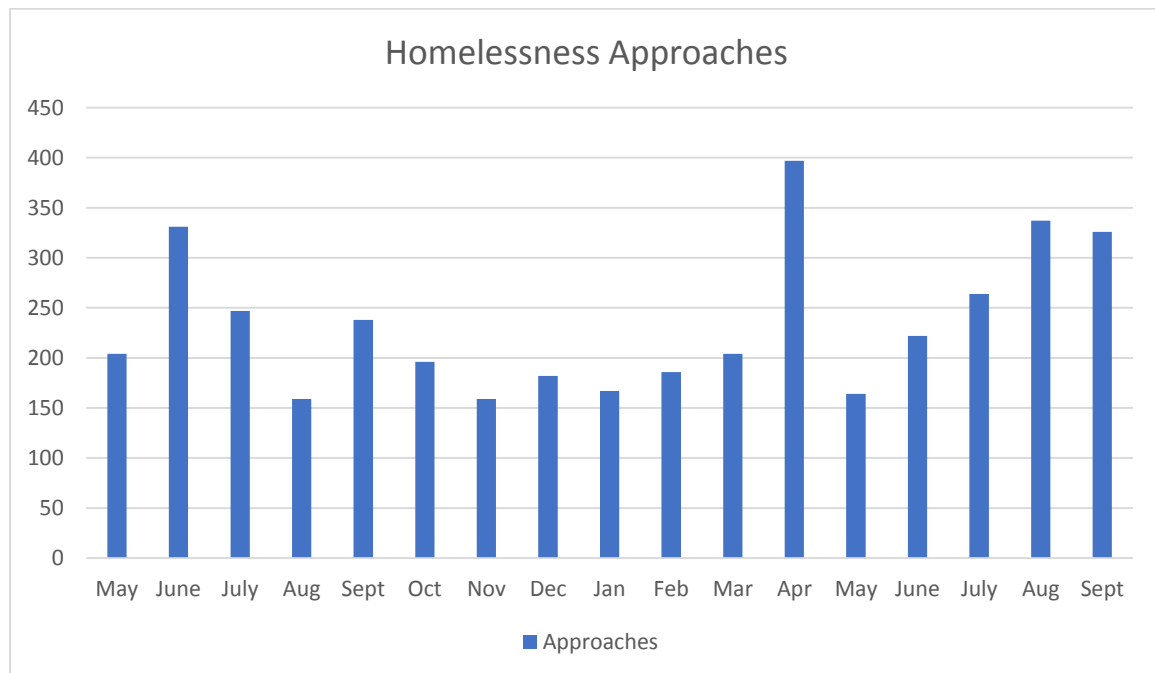
## Market Management

This team brings together the procurement and management of properties into a single team. Adam Stevenson is stepping into his new role as Head of Market Management on 13 December.

## 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.



The number of households presenting as homeless on the day has fallen. In July saw 60 households presenting as homeless on the day. This fell by a third in August and September. 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: Complaints, FOIs and Complaints

## Executive Director: Executive Director of Resources

### Executive Summary

Overall, target performance for FOIs, MEQs and Complaints has continued to decrease since June 21. However, during Q2, staff vacancies were filled (salaried and agency) and new process implemented, reducing the processing backlog. It is anticipated these changes will result in performance improvement in Q3 and Q4.

### 1. FOI, MEQ & Complaint Performance Charts

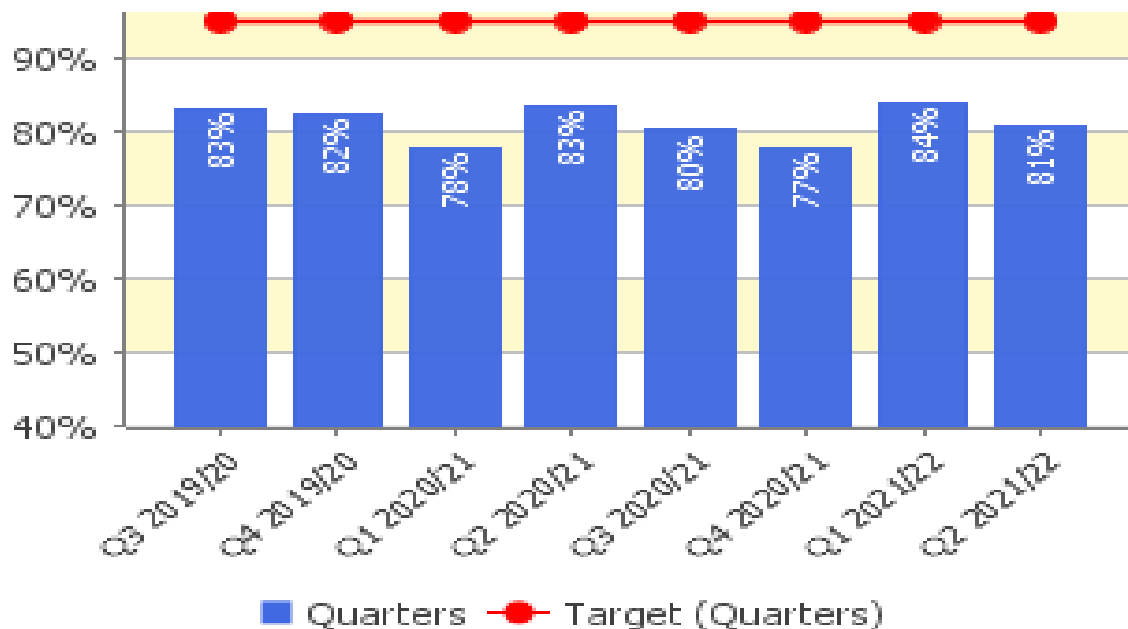
The charts below show the current performance for Freedom of Information Requests (FOIs), MEQs and Complaints. The red line denotes the target.

This covers the period (July 21-September 21) Quarter 2 of financial year 2020-21.

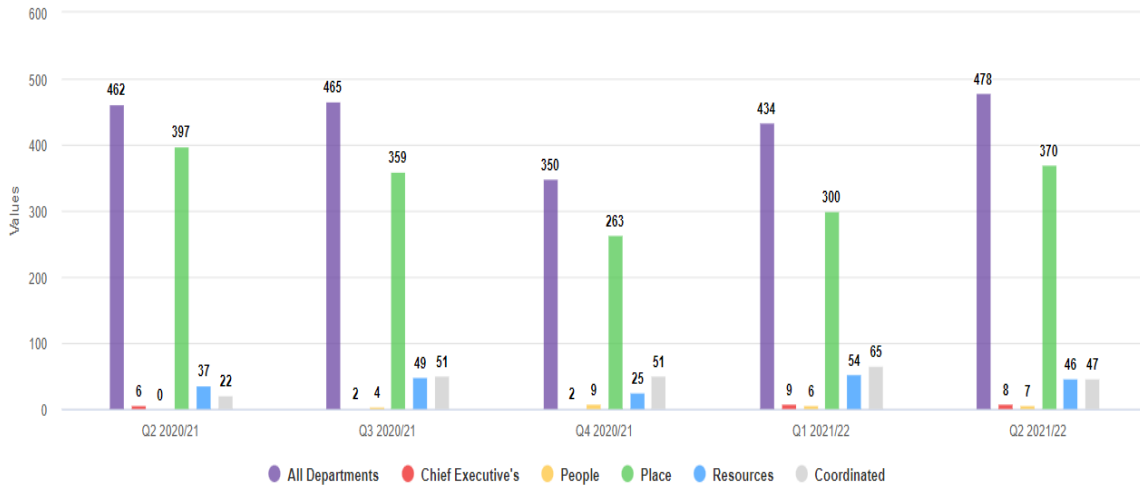
#### 1.1 Complaints

Complaints performance decreased to 81% being resolved within timeframe in Quarter 2

#### Initial Review Complaints - Council Overall (% inside target)

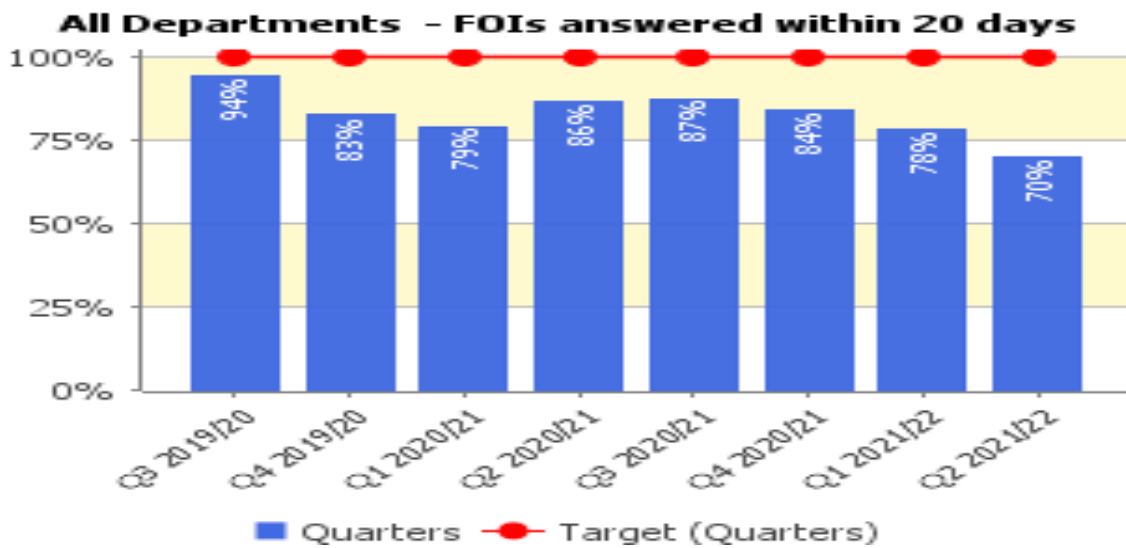


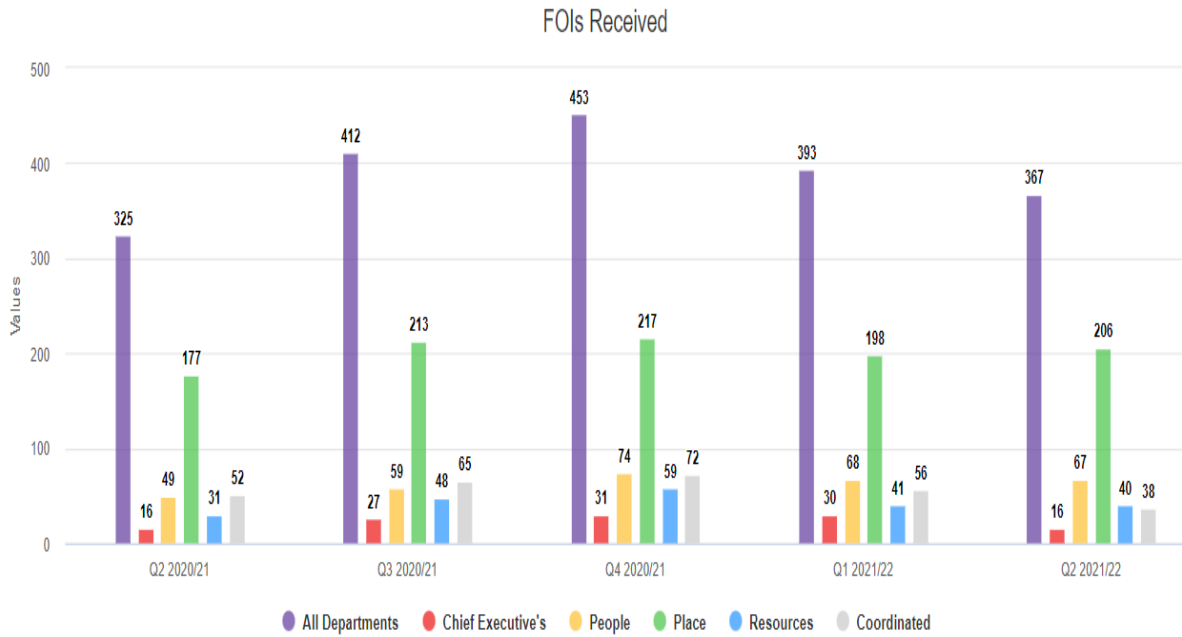
Initial Review Complaints Received



## 1.2 FOIs

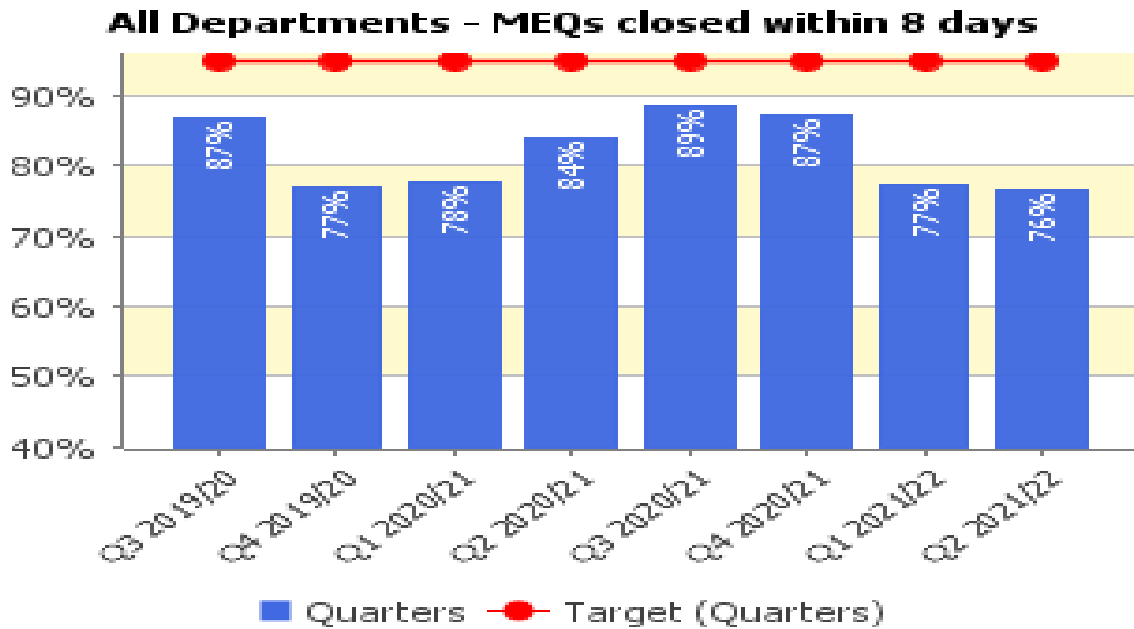
For Quarter 2 for FOIs, performance was 70% below the 100% target. There is a decrease on Quarter 1.





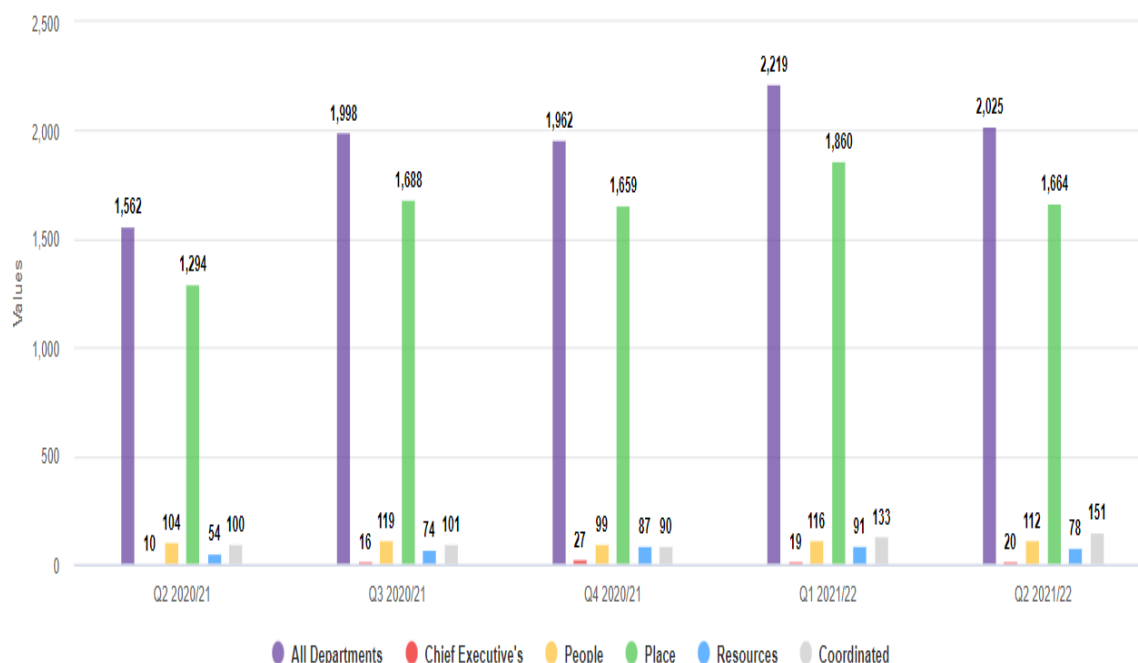
### 1.3 MEQs

In Quarter 1 performance was 76% answered in 8 working days against a target of 95%. This is a small reduction in performance from Quarter 1





## MEQs Received



## 2. Update Since Previous Reporting Period

Q1 staffing challenges continued into Q2. The average monthly vacancy rate was 26%, and nearly 49 days were lost to sickness absence between April to October 21. Vacancies were primarily for coordinator roles (inputting and processing MEQs, FOIs and Complaints for response).

A backlog occurred creating delays in processing and allocating FOIs, MEQs and Complaints for response. However, these processing delays have subsequently been cleared.

### Remedial Actions

During the summer, salaried members of staff were successfully recruited into the team. In addition, 5 agency staff began during September and October to reduce the processing backlog which has been largely successful. Whilst FOIs and Complaints are now processed on time, currently MEQs processing remains 1 week behind.

Since the previous report, new processes have been implemented to monitor demand, control resourcing and create greater workforce management flexibility to respond to fluctuating demand across the three areas.

In terms of overall response rates, a number of services have introduced dedicated service managers working directly with the Complaints & Access to Information Team to identify issues or cases at risk of not meeting deadlines. This ensures a more targeted response with the aim of receiving less escalations to Stage 2 Complaints, internal reviews for FOIs and SARs etc.

Effective from 22<sup>nd</sup> November 2021, the Complaints & Access to Information team's management moved from Chief Executive to Resource Department.

### **3. Actions & Next Steps**

The following actions will now take place between December 21 to end March 22.

- Post line management change, the service will be reviewed between December 21 to Feb 22. This will analyse the team's processes and resourcing, as well as identify remedial actions to improve response rates across the organisation;
- Investigate historic data and identify where repeated delays occur to inform future improvement actions (Jan 22).
- Design and deliver staff FOI training to improve performance, ensure consistency and successful application of exemptions (March 22)
- Investigate creation of resource pool of existing LBE staff to process FOIs, MEQs and Complaints through overtime arrangements as demand dictates to reduce reliance on agency staff whilst ensuring workforce management flexibility (Feb 22)
- Confirm that the new process described in section 2 (improve overall response rates with dedicated service improvement managers) has been successful and is delivering positive results, or revise if expected results have not been achieved (by March 22)

**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.

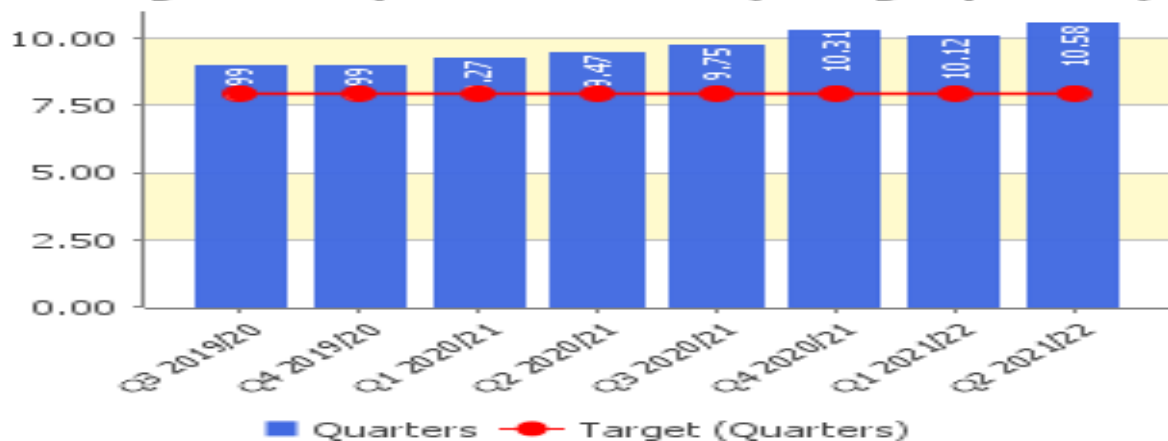
**Average FTE Days:** This is the number of FTE working days lost to sickness absence

Sickness absence includes sickness relating to or due to Covid-19 but not self-isolation cases. 9.1% of Sickness all sickness absence in the July - September was related to Covid-19 (excluding self-isolation); this was just 7.3% in quarter 1.

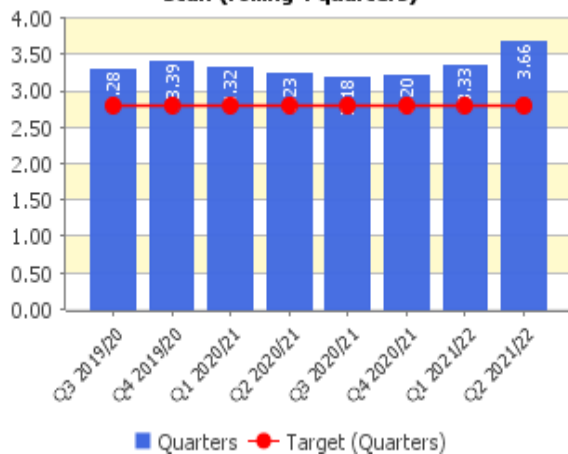
Compared to the same period last year sickness levels are lower in the CEX and Place Departments and higher in Resources and People departments

The rolling 8 quarters for sickness absence up to Quarter 2 (April -June) is below. Current Council wide performance is above target with 10.58 FTE days being lost. The target is 7.96 FTE days lost which was the London average in 2018/19.

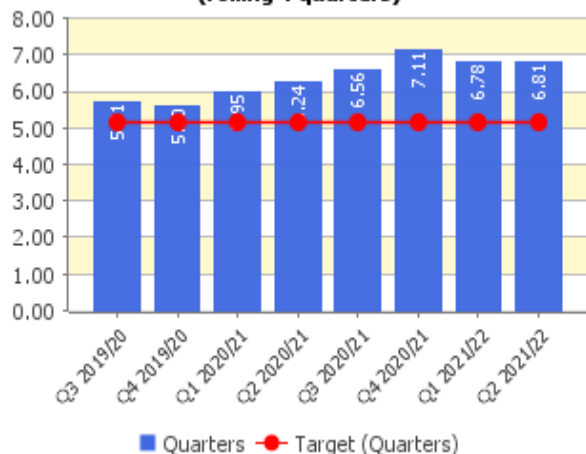
**Average Sick Days - Council Staff (rolling 4 quarters)**



**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 two shows the following:

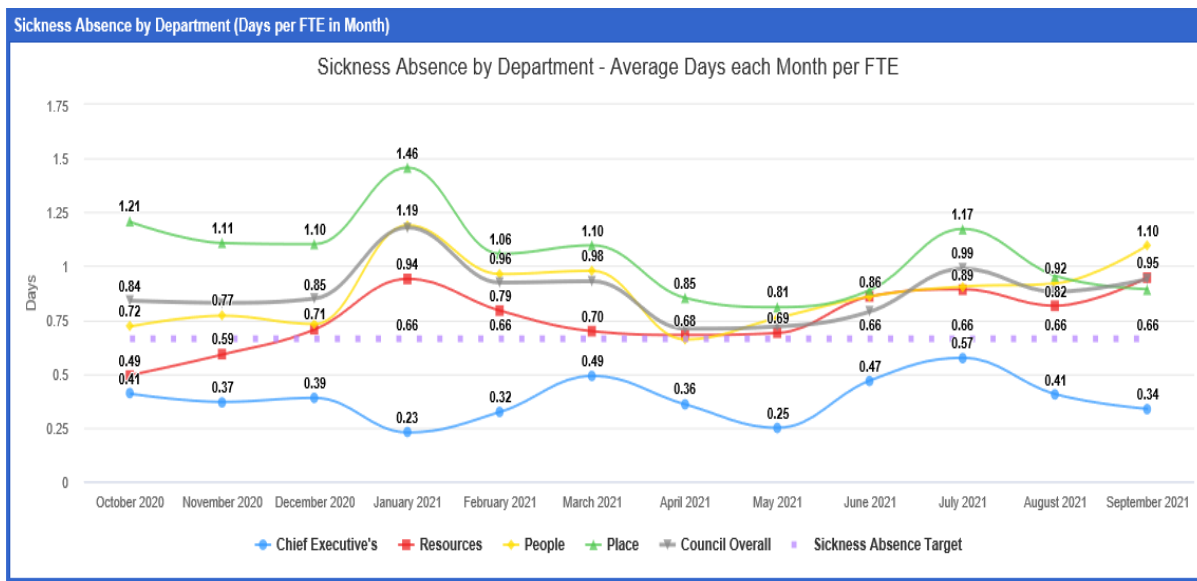
Average Sick Days per FTE for the **Chief Executive's Directorate** is 1.32 which is below the 1.99 target

Average Sick Days per FTE for the **Resources Directorate** is 2.66 which is above the 1.99 target.

Average Sick Days per FTE for the **People Directorate** is 2.92 which is above target.

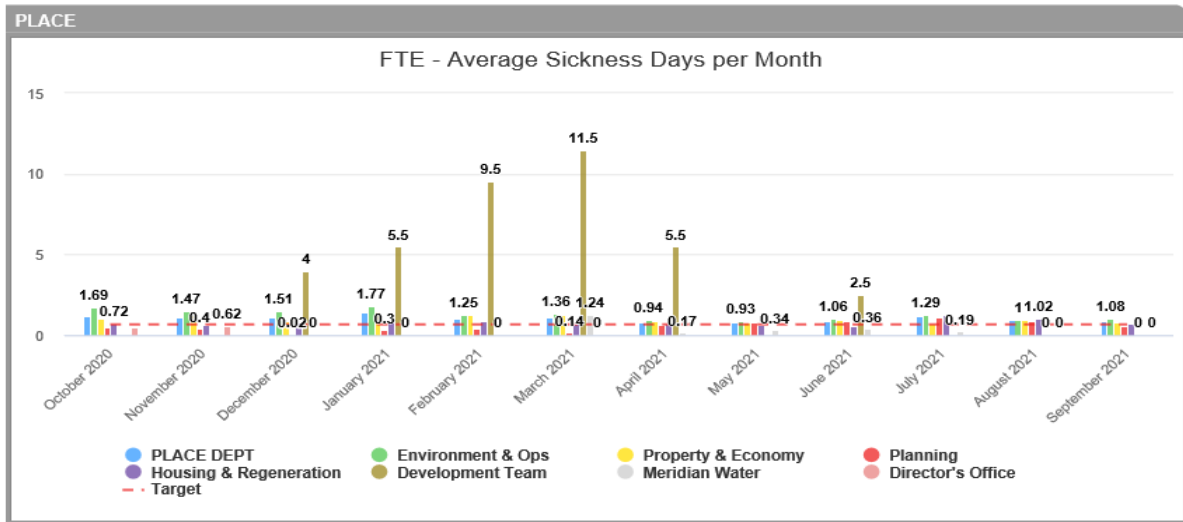
Average Sick Days per FTE for the **Place Directorate** is 3.02 which is above the 1.99 target.

It should be noted that the People and Place departments have a larger manual workforce. The manual workforce within Place expanded in April 2020 following the insourcing of the cleaning service and in June 2020, the manual workforce within People expanded following the insourcing of IWE. Sickness absence levels do tend to be higher for manual workers. This trend is not just within Enfield Council and is typical higher within this workforce category.



## Place Department

Sickness absence is monitored on a regular basis at Sickness boards to ensure absence is appropriately managed and interventions put in place to support staff back to work at the earliest opportunity.



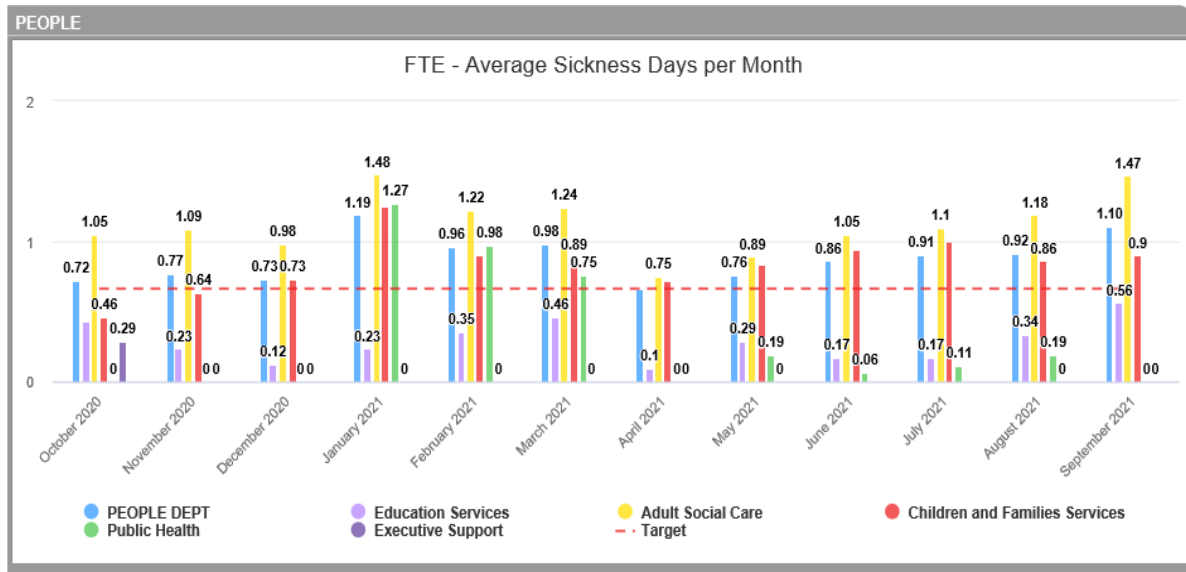
The Place Department did have higher levels of Covid-19 sickness absence during Q1, but it should be noted there are front line services within this department where officers cannot work from home as alternative to attending at work.

The Development Team appears to show a sharp rise in absence between December 2020 and April 2021. 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

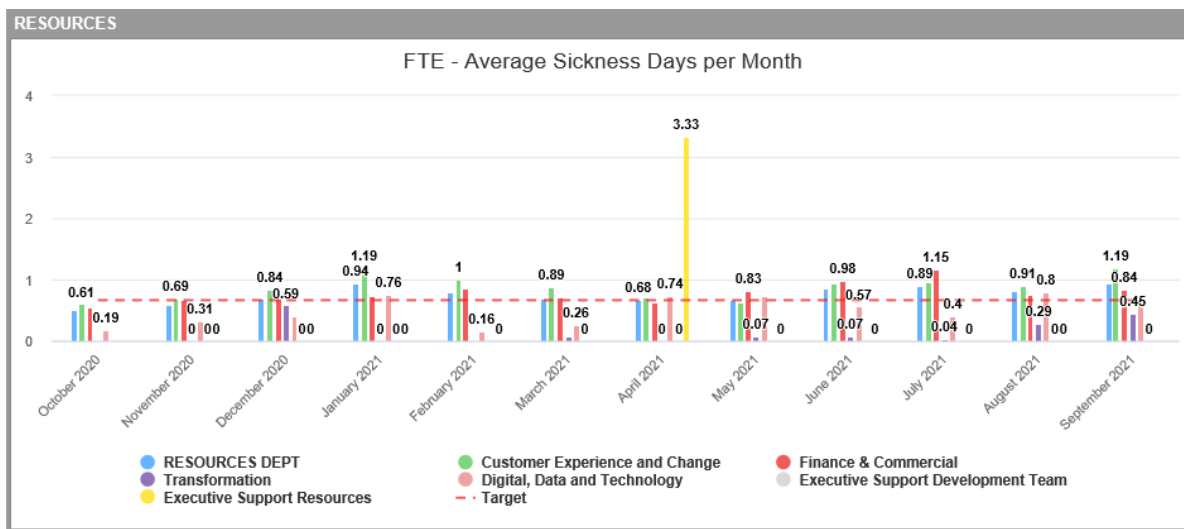
Sickness absence is monitored on a regular basis.



- The Directorate acknowledges the slight increase in sickness levels, particularly ASC following 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.
- There has been an increase in sickness absence following the vaccination roll-out where staff have suffered adverse reactions to the vaccine.
- 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 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

### Additional Interventions and Actins

The Council is investing in two additional posts within HR that will focus on sickness absence across all Council departments. The additional posts will initially lead on driving down long-term sickness of over 50 days. In addition, they will focus on bringing down the average days lost with a medium to long term goal of ensuring sickness absence aligns with industry standards. This will be achieved by ensuring a consistent and robust approach is in place to manage sickness absence and all managers are trained and supported when dealing with sickness cases within their service. This team will also look at interventions to support local issues and top absence reasons.

In addition to the above the Council is piloting a scheme of Mental Health First Aiders in the workplace and is recruiting a cohort of 16 staff to be trained to become a Mental Health First Aider (MHFA). The MHFA's will be trained with practical skills and knowledge to recognise the symptoms of mental health issues and to be able to support anyone experiencing mental distress. They will be able to provide information and signposting for support and appropriate professional help. This will

support staff when or before they are in crisis to prevent absence or deterioration in their mental health and is hoped to have a positive impact on sickness absence due to poor mental health.



## Action Plan Subject: Telephony and Customer Services

### Lead Director: Executive Director Resources

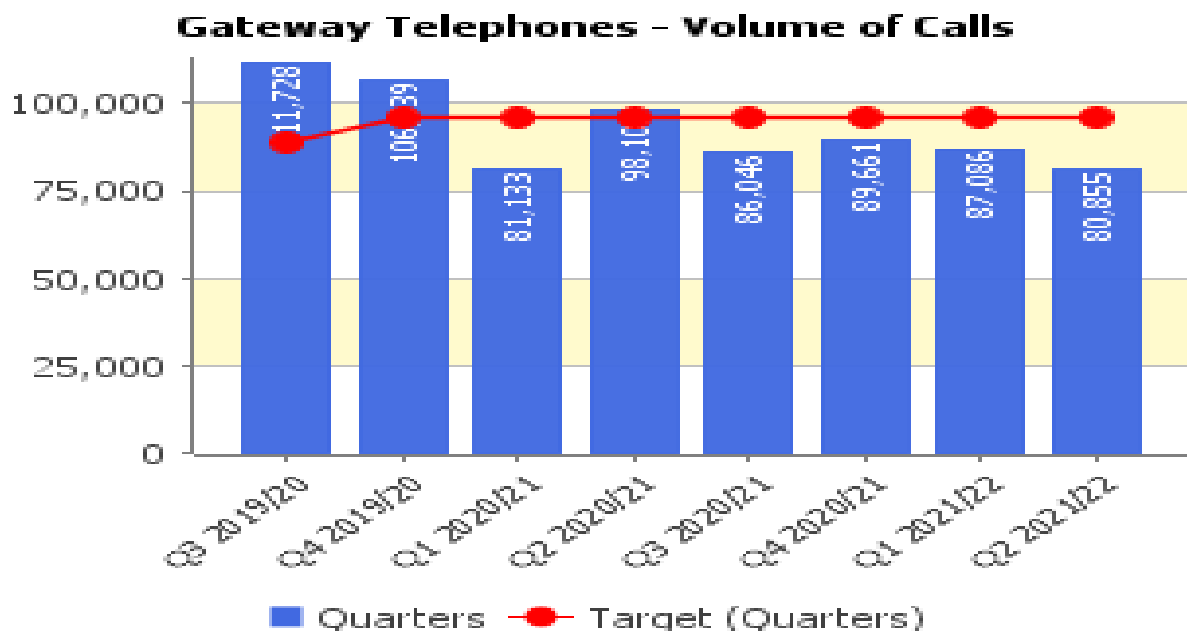
Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

Call answer rates and wait times are determined largely by demand variances, specifically the volume and length of telephone calls. In addition, ad-hoc projects such as outbound calls can affect performance.

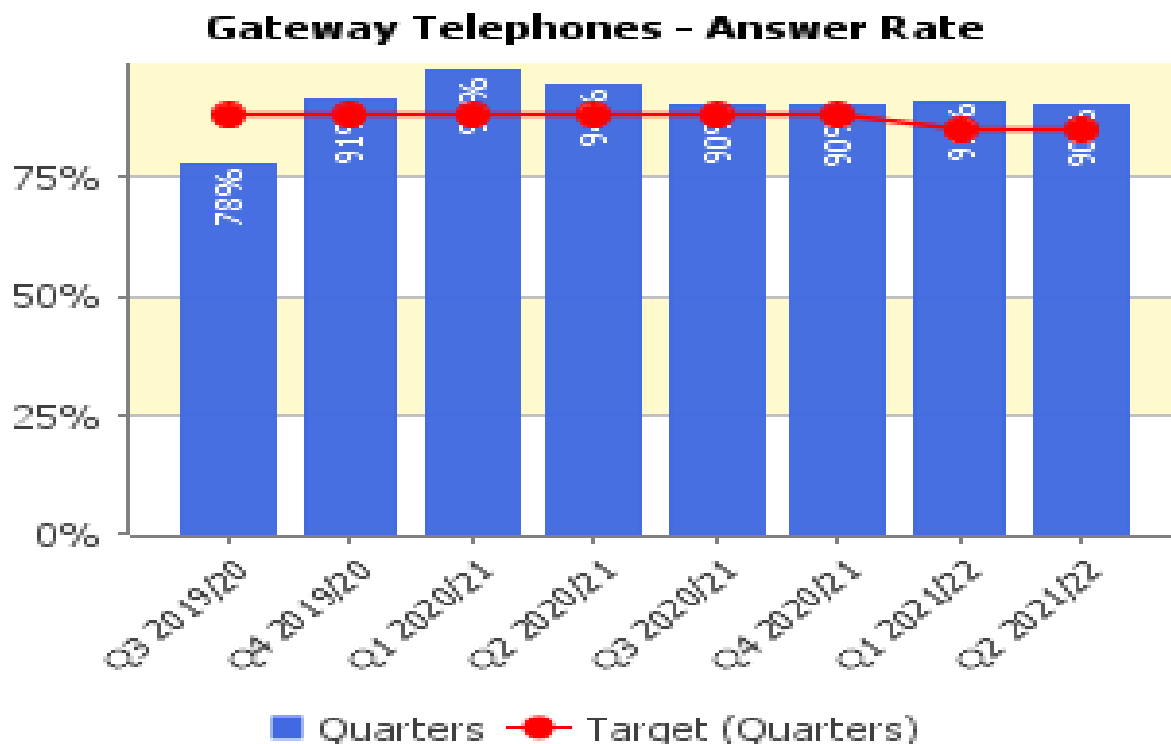
Current performance is below.

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22
	Value	Value	Value	Value	Value	Target	
Customer Satisfaction: Webchat	84.4%	86.8%	86.1%	83.2%	84.5%	85.0%	85.0%
Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.1%	84.3%	86.4%	75.2%	83.1%	85%	85%
Gateway Telephones - Answer Rate	94%	90%	90%	91%	90%	85%	85%
Gateway Telephones - Average Wait Time	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 01s	00h 03m 00s	00h 03m 00s
Customer Services: % of Calls Answered Within 5 Minutes	96%	95%	93%	83%	82%	90%	90%

In terms of Call Volumes there was a decrease of 6200 calls between Quarter 1 and Quarter 2



The Answer Rate is now showing at 90% which is well above the 85% target.



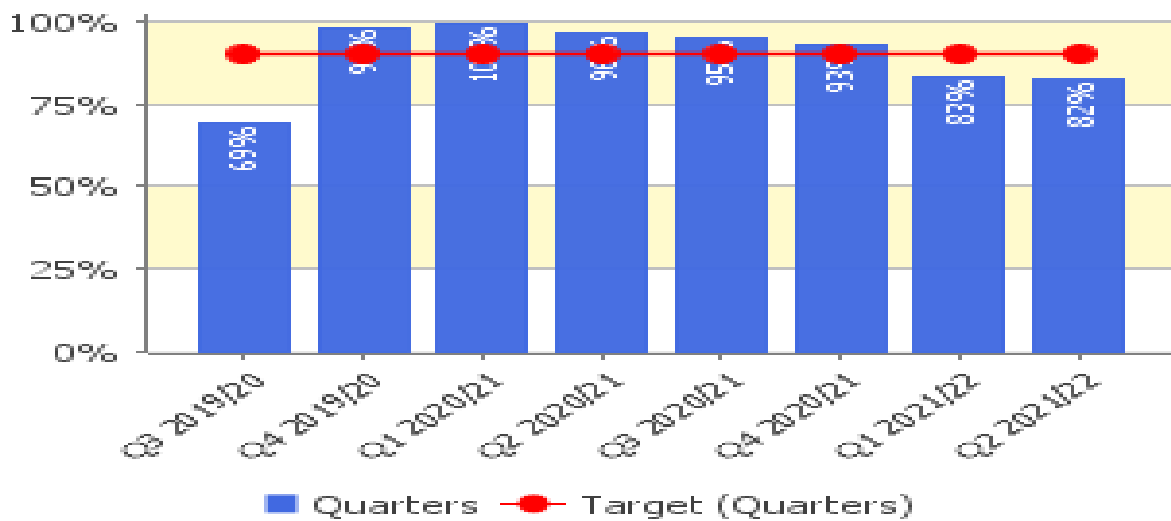
82% of all calls were answered within 5 minutes which is below the 90% Target. Although below target the trend is encouraging in September 90% of calls were within 5 minutes and the direction of travel is positive. In July and August, we were reaching out to EU Citizens who need to apply to the EU settlement scheme to continue living and working in the UK. This involved a project team of 9 staff.

In terms of systems, a power failure in the borough had a knock-on effect for at least 2 days. In September we discovered that calls were being cut off by the system. This potentially led to repeat calls and we set up a team to proactively call back affected customers which was well received.

The impact on performance will appear in the next report for October. Lower resourcing also contributed to the dip in calls answered within 5 minutes. Staffing levels for July to Sept, including temps, were 45.94, 47.22 and 44.22 FTE respectively. Improvements are expected as 6 new temps started in November and 3 more are due in December 2021.

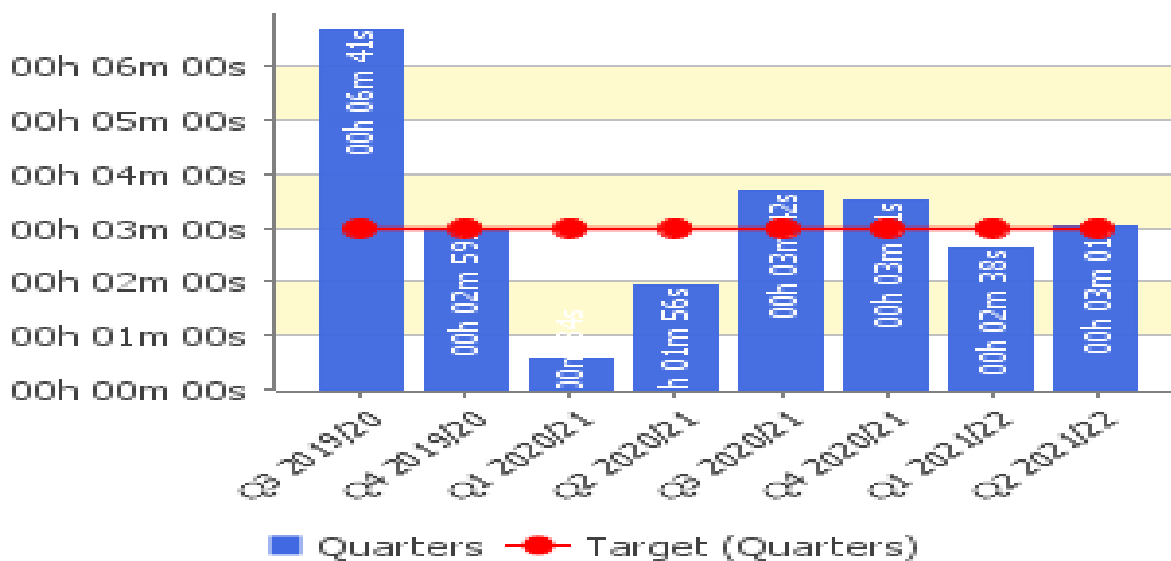
Finally, the telephony channel continues to cover resources at the hub and on webchat, so resources on telephony were reduced still further.

### Customer Services: % of Calls Answered Within 5 Minutes

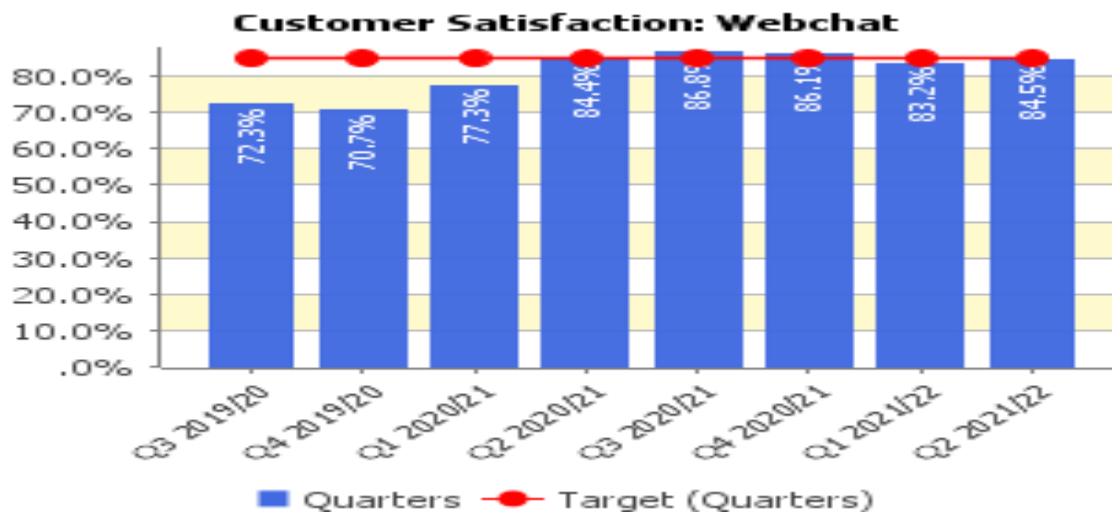


Average Wait Times continue to be positive and have improved since the last 2 quarters due to more staff taken on and cross training of council housing staff to take general calls as required. The cross training helped us to mitigate the impact of CRM training for all staff. This involved approximately 35 hours of classroom training with each agent doing a half day plus additional practice time as required.

### Gateway Telephones - Average Wait Time

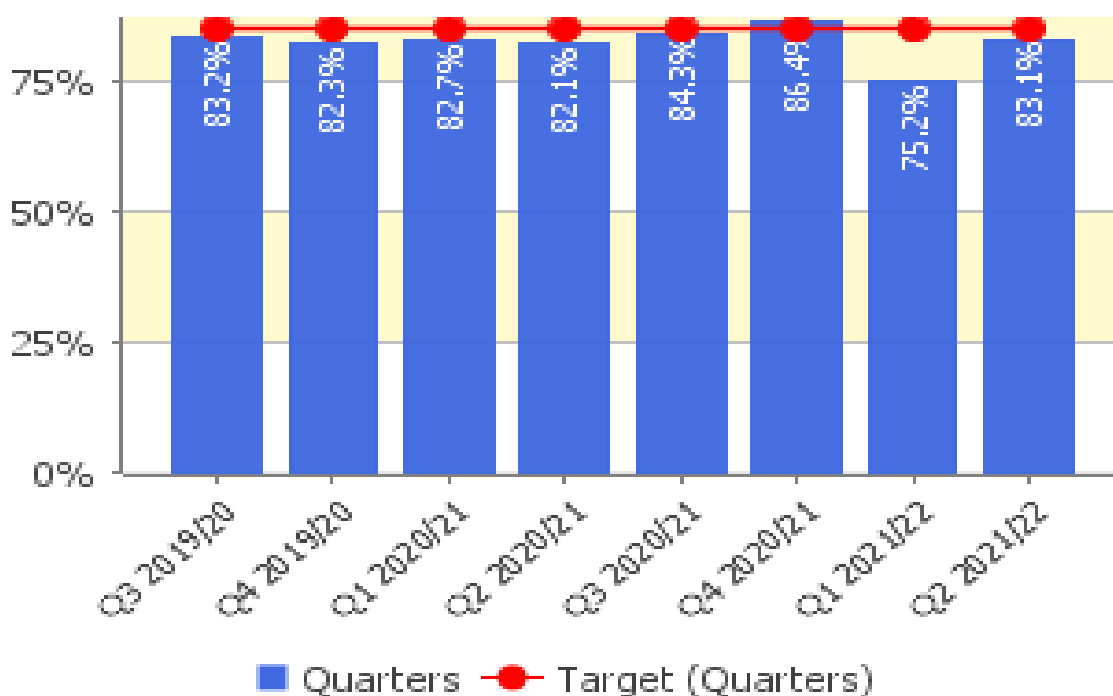


Customer Satisfaction with Webchat continues to be high and is now at 84.5%.



Satisfaction on telephony which has increased from 75.2% to 83.1%. There has been incremental improvement since the last quarter, as Customer Operations has intervened with Citizenship calls which had resourcing shortages. New satisfaction surveys have been agreed to be implemented shortly. The process has been simplified to produce more accurate data, as sometimes customers get confused over the scoring.

### 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 1488 calls in Quarter 2 21/22 with levels of demand dropping as restrictions eased although recent data shows an increase in November. The

Community Line was set up in the Contact Centre in June 2020. The aim of this service is to be accessible to *anyone* needing additional help during Covid – including those over 26,000 residents that are clinically extremely vulnerable.

## Action Plan Subject: Waste and Recycling

### Lead Director: Executive Director Place

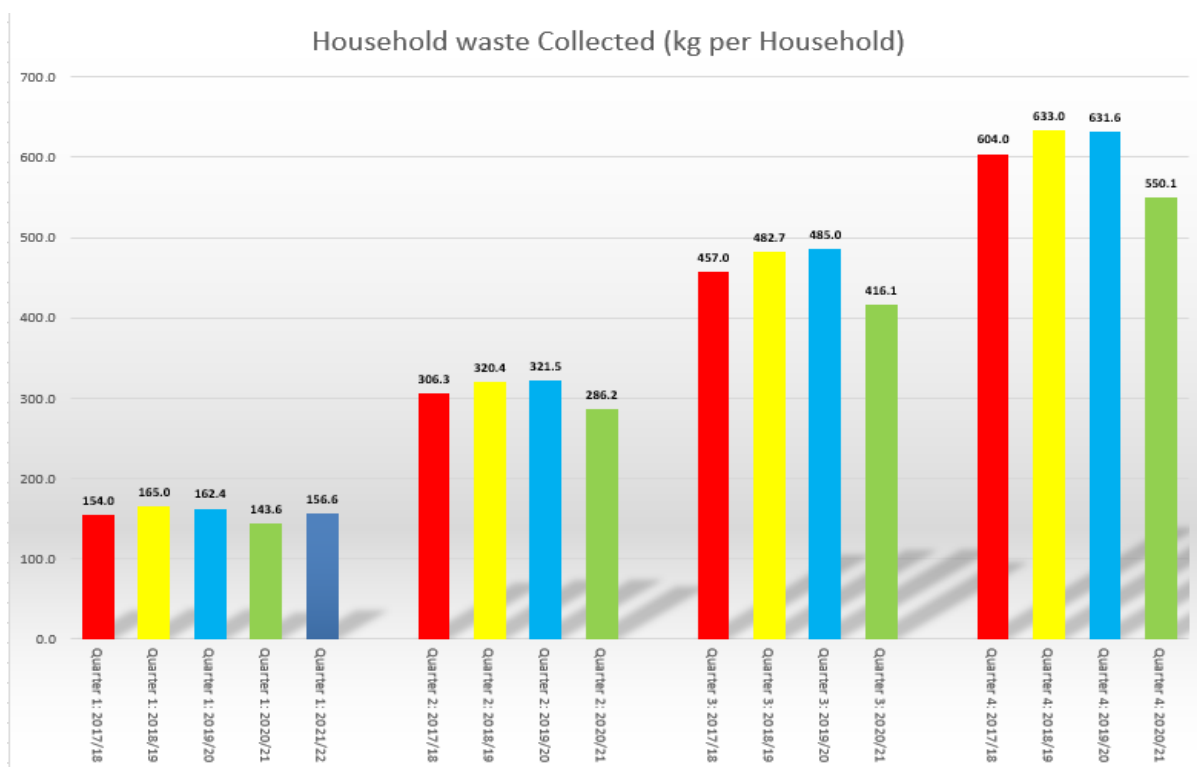
The amount of residual waste per household (known as NI191) and the percentage of household material sent for reuse, recycling and composting (known as NI192) is reported to Government through the system called Waste Data Flow and is available to the public once data verification is complete.

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 recently verified available data is quarter 1 (1 April 2021 to 30 June 2021) Graph 1 shows household waste collected, kg per household – NI 191. Quarter 2 data is still provisional

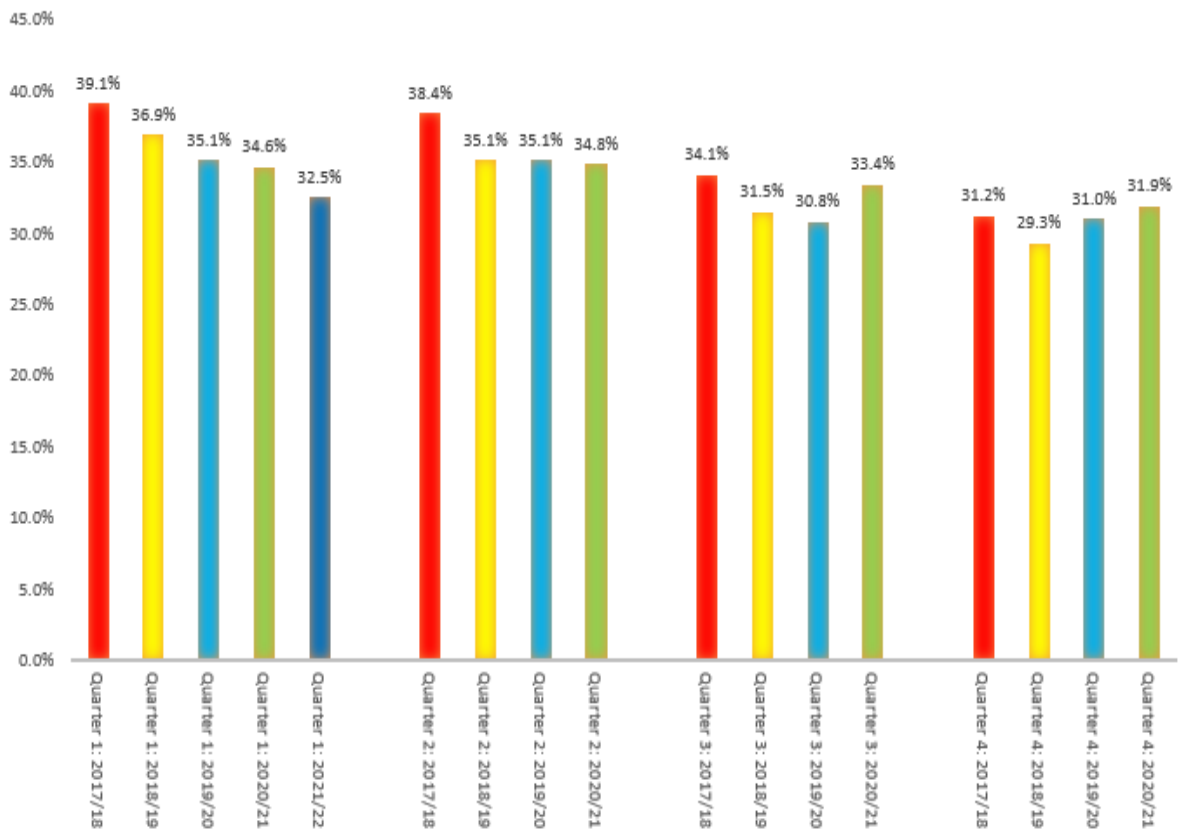
Based on the data below, household waste collected, kilogram per household for Q1 2021-22 is 156.6 and just above the target of 150 per quarter (annual target is 600 kg per h/h).

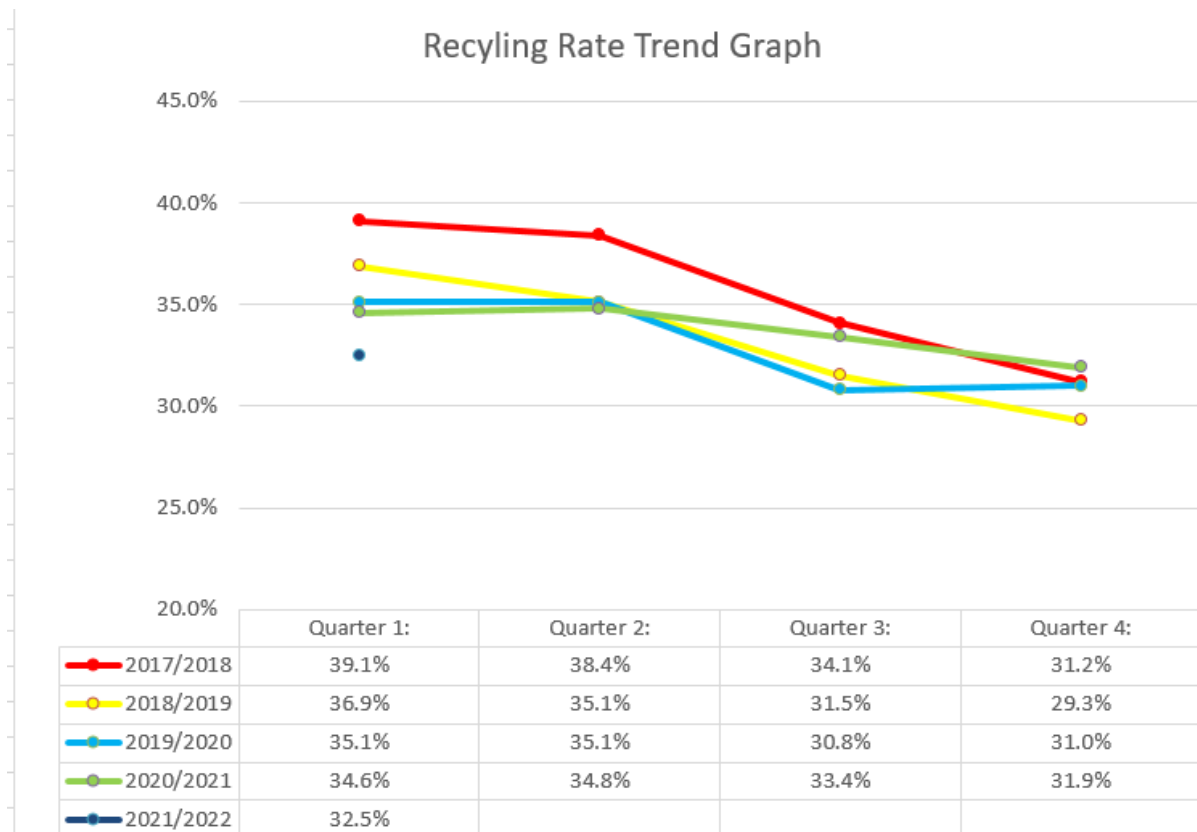


Graph 2 below shows the percentage of household waste sent for reuse and recycling and composting – NI 192

The percentage of household waste sent for reuse and recycling and composting for Q1 2021-22 was 32.5% percent.

## % HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING AND COMPOSTING





### 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. Further, we have seen a significant increase in the amount of contamination that is being placed in the dry recycling.



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

## **Time scale for Improvement:**

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

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

### **Current Update:**

- **28<sup>th</sup> June – 6<sup>th</sup> July:** Monday, Tuesday and Wednesday rounds have been visited and targeted a total of 6,721 properties. We door knocked and engaged with residents and glance cards 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.
- **26<sup>th</sup> July** – rejection of contaminated bins commenced; bins were stickered advising of the items the bin is contaminated with Following the visits, the rounds that were visited have been monitored – some rounds have seen an improvement to contamination levels. We are planning to engage further with collection crews to make sure contaminated bins are consistently tagged and not collected, and to organise additional visits to target residents where no contacts were made during the first round of visits.
- **8<sup>th</sup> November – 2<sup>nd</sup> December:** All the collection rounds on Thursday and Friday (32 rounds in total) have been identified for educational visits and door knocking due to high rates of contamination. Visits to 16 rounds started on 8<sup>th</sup> November and will be completed by 2<sup>nd</sup> December. Recycling officers undertook face to face door-stepping one to two days before collection day. Recycling bin are inspected, and any contamination present in the bins logged. All properties are door knocked to explain the issue of contamination in recycling bins. Glance card on 'do's and don'ts' of recycling were delivered to all properties. Initial draft results are showing that 60% of bins are contaminated, which is consistent with the issues we're having with loads being rejected at the MRF. The contact rate is between 35-40%. For households with contaminated bins, the contact rate is higher (closer to 40%) than for those with clean bins (closer to 35%). The remaining 16 rounds will be visited after Christmas. A total of approximately 30,000 properties will be door knocked under the project.
- **25<sup>th</sup> November:** Crew commenced rejection of contaminated bins of the visited round, and crews put hangers on the contaminated bins to advise on contaminating items. In the first week of bins being rejected by crews, only 20% of the rejected bins were people that we spoke to during the door knocking, while 80% were people that were not spoken to. This suggests that the door knocking is working but that following up with rejecting bins is important to reinforce the message.

last until March 2022.

### **Recycling in Estates:**

- 20 estates selected to improve/introduce recycling services. Phase one of the project is covering 45 blocks of flats.
- We have delivered 52x1280L bins to 7 estates (18 bin sites) and 12x360L bins to 3 estates (5 bin sites).
- 12 signs have been installed.
- Repairs team have created 6 hardstanding areas for new bins and working on further sites.
- Over 500 households have been communicated and are currently using these bins

### Schools:

- Refresh LBE website and create a school's resource toolkits on recycling
- Online workshops and hot topic sessions
- c.6 school roadshows to align with outreach targeted areas of poor performers; 4 roadshows conducted; 1 roadshow planned for 6<sup>th</sup> December.
- Liaising with schools to have our first meeting to discuss the resource toolkits;
- Conducting workshop, presentation for pupils with Enforcement team at various schools.
- In total 28 schools recently showed interest in the network.

	<b>Name of Schools</b>	<b>Ward</b>	<b>Date of Visit</b>
1	West Grove Primary School	Southgate	
2	Eversley Primary School	Southgate	22/11/2021
3	Capel Manor Primary School	Chase	
4	Woodpecker Hall Academy	Jubilee	
5	Chase Side Primary	Chase/Town	
6	Churchfield Primary School	Haselbury	
7	Fleecefield Primary School	Edmonton Green	
8	St Michael at Bowes CE Junior School	Bowes	
9	St. Ignatius College	Turkey Street	
10	St Edmunds Catholic School	Lower Edmonton	
11	Tottenham	Bowes	
12	Merryhills	Highlands	
13	Hounsfield	Jubilee	
14	Lavender	Chase	
15	Garfield	Southgate Green	
16	Wilbury	Upper Edmonton	
17	Heron Hall Academy	Ponders End	
18	Starks Field Primary School	Haselbury	06/12/2021
19	Carterhatch Infants	Turkey Street	
20	Brettenham Primary School	Edmonton Green	
21	St. Anne's School	Palmers Green	22/11/2021
22	Freezywater St George's CE VA Primary	Enfield Lock	01/12/2021
23	Carterhatch Junior School	Southbury	
24	Hazelwood School	Palmers Green	
25	St Monica's Catholic Primary School	Southgate Green	
26	Prince of Wales	Enfield Lock	18/10/2021
	Prince of Wales		03/11/2021
27	Oakthorpe Primary	Upper Edmonton	
28	Enfield Heights	Turkey Street	06/10/2021