

Action Plan Subject: Temporary Accommodation

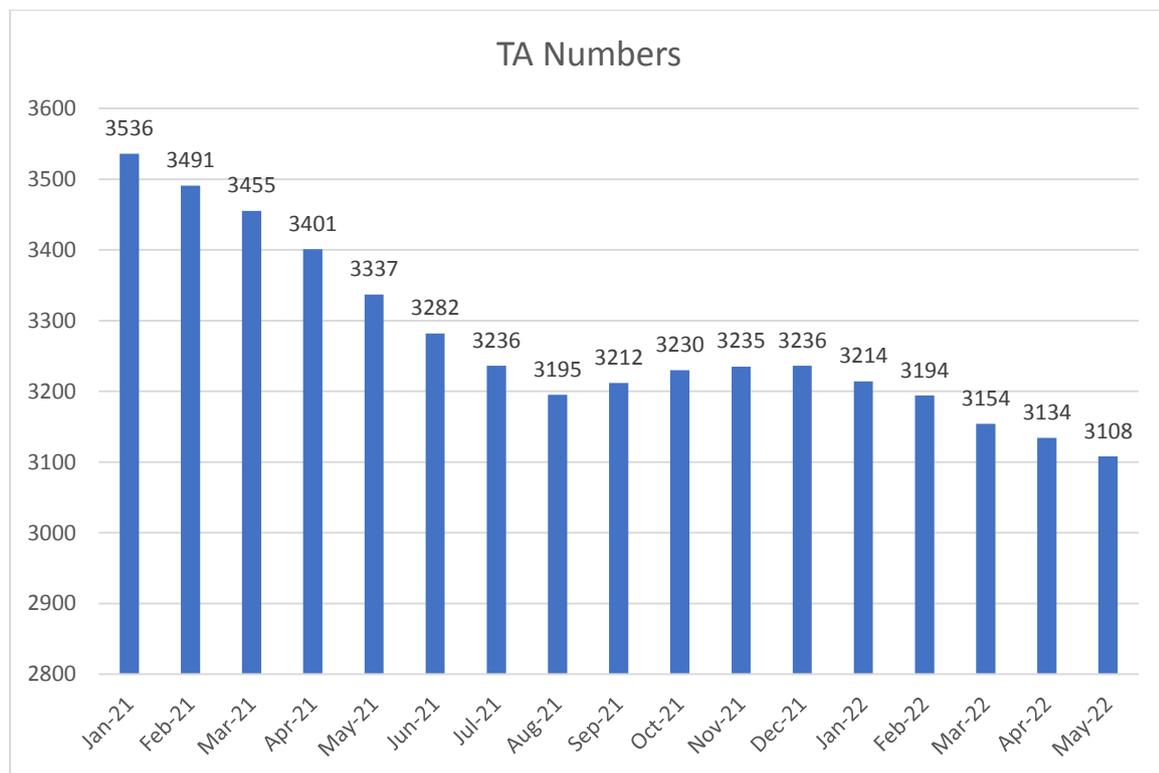
Lead Director: Executive Director Place

Total Numbers

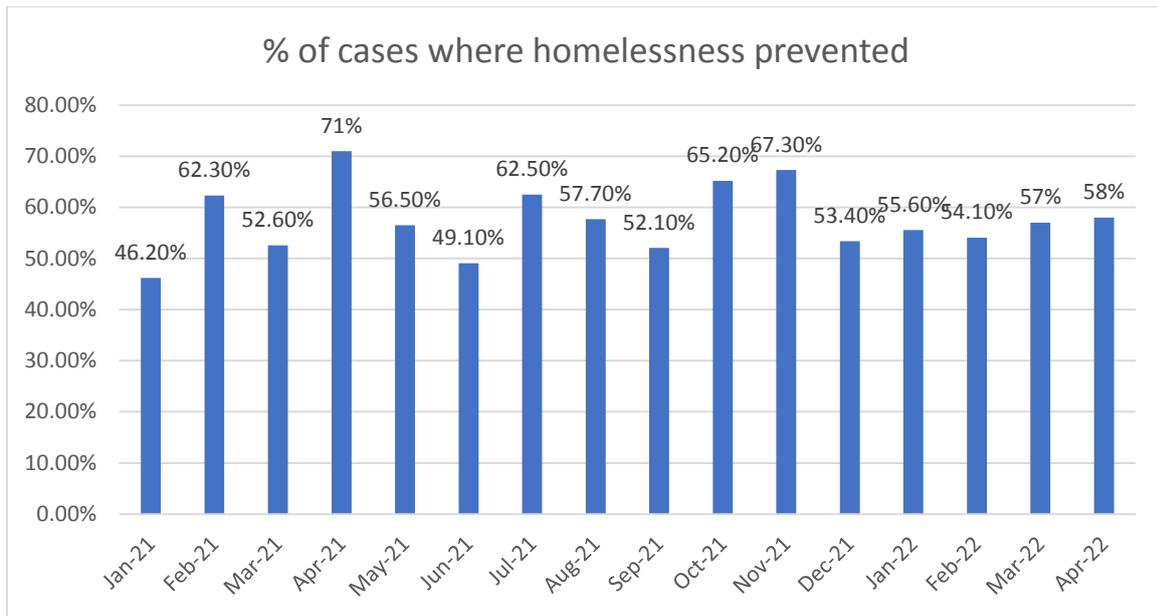
Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and now stand at 3088. We ended the financial year with 3154 households in temporary accommodation. This is above the revised business plan target of 2900.

TA numbers have been managed down to 3088 as at 06/06/22. The service achieved an 8.5% reduction in TA in 2021/22. This compares against a 1.2% increase in TA nationally in the first three quarters of the year.

There is continuing pressure on the service with homelessness approaches being roughly double when compared against the same period last year. There is also a London wide shortage of both privately rented and temporary accommodation adding to these pressures.

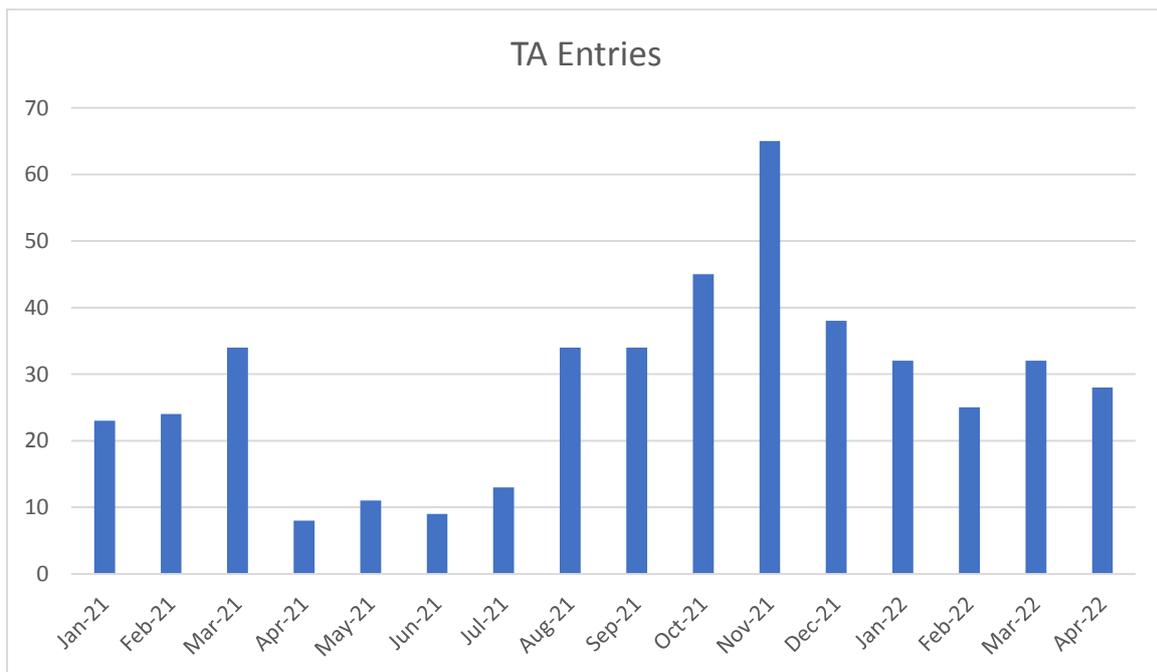


TA Prevention



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. We are now in the top 10% of local authorities nationally for prevention activity

The number of households entering TA rose up until November but is now on a downward trend. The rise in the numbers entering temporary accommodation can be attributed to new permanent staff being brought in to replace more experienced agency staff.



TA Exits

The numbers of households leaving temporary accommodation reflects the wider changes in the housing market. As the Covid restrictions were lifted the numbers of people leaving temporary accommodation increased. However, there has been an ongoing shortage of privately rented accommodation. Within London there has been a 71% decrease in the supply of new lets over the last 12 months. Our procurement activity has dropped by around 50%, reflecting the reduction in supply and the increasing gap between Local Housing Allowance and rent levels.

We are in the process of developing a new offer for letting agents to encourage them to move away from nightly paid accommodation. The aim behind this is to convert properties currently used as temporary accommodation to private rented. Enfield currently has around 2600 nightly paid properties and the aim is to target these properties initially.



Transformation Programme Update

IT Systems

A key part of the transformation programme is to modernise and update our IT and recording systems. After a lengthy procurement process, we are now in the process of implementing our new IT system (Jigsaw) and this is due to go live in the first week of July. This will consolidate our casework into a single system for the first time. From a resident perspective, they will have online access to their case, be able to upload and update documents, and be able to contact their caseworker directly. For external agencies, the system will enable them to make referrals directly and be able to submit documents in support of a case.

Ukrainian and Afghan Refugees

The Housing Advisory Service is the lead body for managing the Council's response to the ongoing crisis in Afghanistan and Ukraine.

Afghanistan

To date we have accommodated 5 Afghan families, totalling 38 individuals. There are 2 families in temporary accommodation who have joined other family members already accommodated by our service. This takes our overall figure to 38 individuals (46 including those in TA). We are also in the process of procuring another 2 – 4 properties via market management.

Ukraine

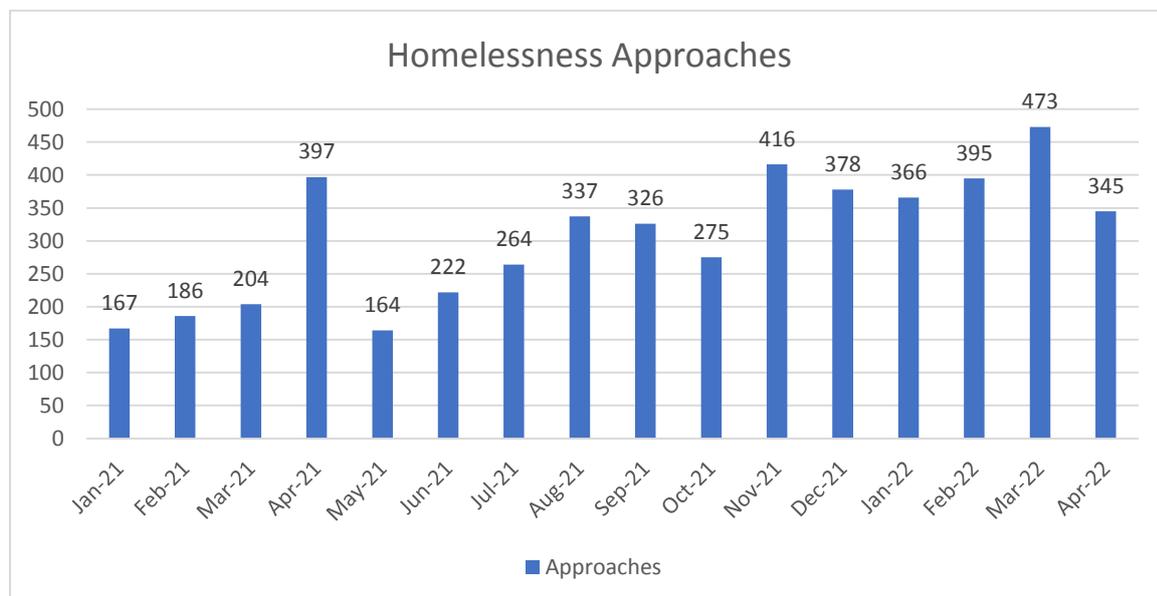
This is a rapidly evolving situation and numbers are changing daily. At the time of writing 219 households have been matched with accommodation in Enfield. For each matched household, we carry out an inspection of the property, DBS checks on the hosts, develop a support plan with the refugees, and oversee the welfare and thank you payments to refugees and hosts.

Future Pressures

The continuing impact of Covid cannot be underestimated. As the lockdown measures were lifted, we saw an increase in the number of people approaching us for help. 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 and more recently by the cost of living crisis.

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 we saw 60 households presenting as homeless on the day. This fell to 8 in January although this has increased slightly in February. We successfully managed to keep the majority in their existing accommodation rather than moving them into temporary accommodation.



Rectification Plan

The impact of Covid and successive lockdowns have impacted on our ability to deliver against the business plan. The lifting of Covid measures has generated its own pressures with numbers of PRS evictions and homelessness presentations rising sharply. This is against a backdrop of a housing market seeing a 14% increase in property values and a 71% decrease in the availability of rented property in London over the last 12 months.

We are conscious that the original five-year business plan was drawn up before Covid and that this means that the service is currently forecasting an overspend this financial year and we are exploring all ways to contain this.

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.

We are monitoring TA numbers on a weekly basis, tasking teams with specific actions to contribute towards the TA reduction targets. We need to accelerate the number of people moving out of TA to ensure that the business plan remains viable.

The service is also bringing in additional resources to support our work. Our work with rough sleepers and single homeless people has been supported by an additional £2.7M revenue funding from Central Government. Our work with refugees is forecast to attract a further £1.7m this financial year based on the numbers that have already arrived in the borough.

Action Plan Subject: Waste and Recycling

Lead Director: Executive Director Place

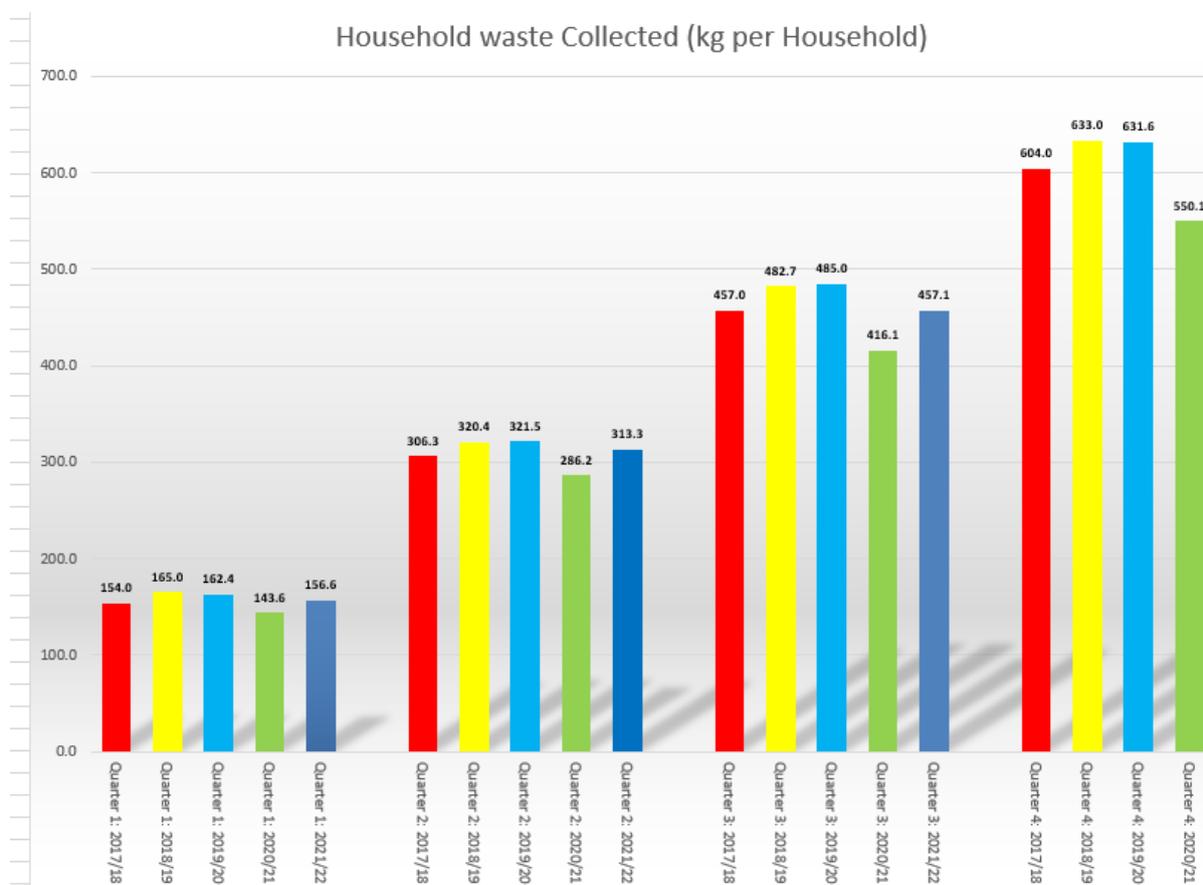
The amount of residual waste per household (known as NI191) and the percentage of household material sent for reuse, recycling and composting (known as NI192) is reported to Government through the system called Waste Data Flow and is available to the public once data verification is complete.

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

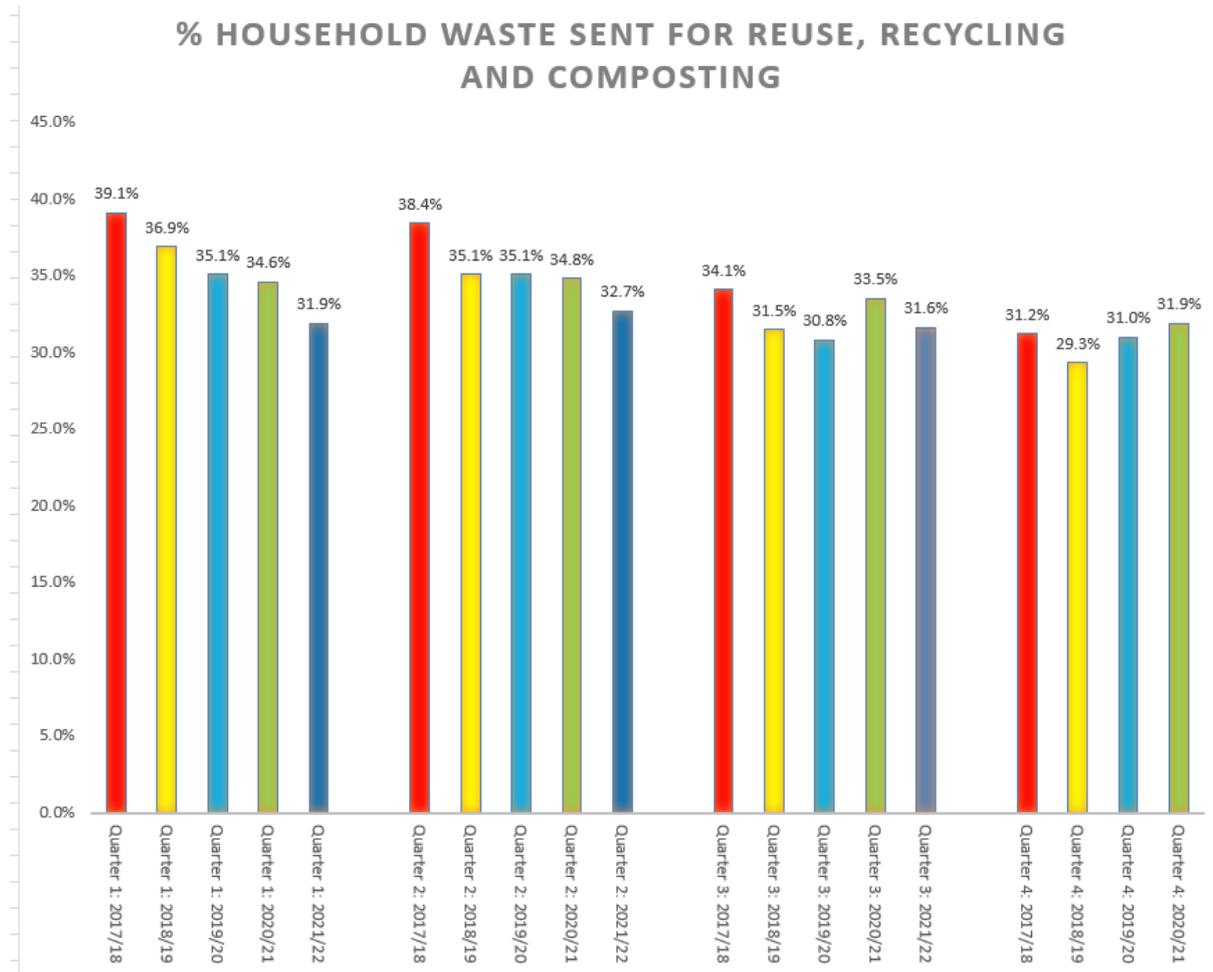
The most recently verified available data is quarter 2 (1 June 2021 to 30 September 2021). Graph 1 shows household waste collected, kg per household NI 191. Quarter 3 data is still provisional and is included below without formal verification.

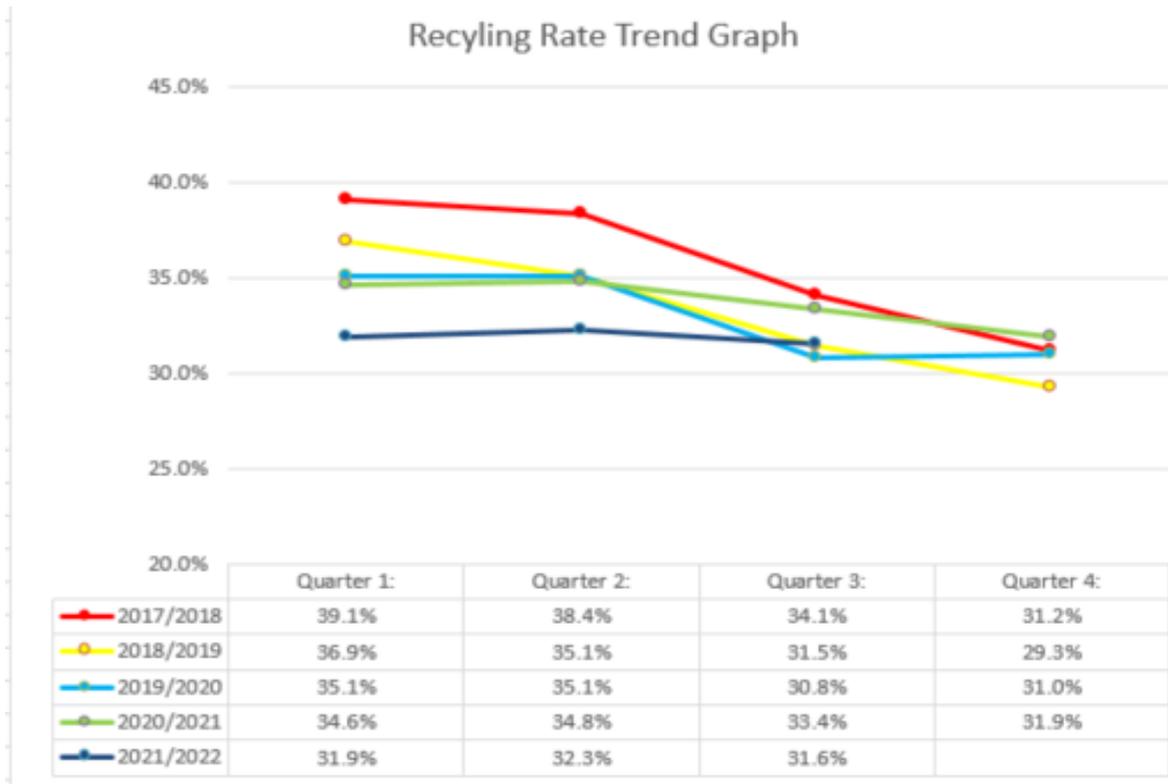
Based on the data below, provisional household waste collected, kilogram per household for Q3 2021-22 is 457.1 and just above the target of 150 per quarter (Target at this point is 450kg per h/h and the annual target is 600 kg per h/h).



Graph 2 below shows the provisional 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 Q3 2021-22 was 31.6% percent.





On-going Action Plan

As a result of Covid-19, our behavioural engagement and communications which complimented the waste service changes in 2019/20 were minimal. Furthermore, we have seen a significant increase in the amount of contamination that is being placed in the dry recycling. Our planned activities address both reducing contamination and increasing recycling and it is expected that the impacts will be seen in Q3 and Q4 of 22/23 and 23/24.

Time scale for Improvement:

Tackling contaminated recycling from wheeled bins

- June 2022 sees the commencement of the first stage of this project and will tackle 20,000 households (two collection rounds)
- The aim of the project is to implement our existing contamination policy and improve recycling quality from kerbside properties
- A three-stage letter approach will be adopted, with residents receiving letters based on whether they have incorrectly placed in 'similar items' such as a crisp packet, or 'dissimilar items' such as a black sack of refuse, into their recycling bins

Communications/Outreach Update:

- Social media communications will be launched alongside the contamination project in June 2022, with our new concept, Things For Bins; which will focus on what can be recycled.

Strategy/Governance Update:

- The Recycling and Waste Board, that meet monthly are currently strategizing on the priority areas to increase recycling, decrease contamination and reuse waste.
- The Reduction and Recycling Plan will be replaced with an updated version in 2022.

Recycling in Estates:

- This project continues, with regular monitoring of sites and assessment of new sites
- Examples where improvements have been implemented include The Shires Estate N18 and The Poplars N14
- Longer term funding is being sought to enable the establishment of a rolling commitment to improve recycling at estates.

Schools:

- Schools' education is continuing in partnership with waste enforcement.
- This includes the offering of whole school assemblies, classroom-based activities, and parent roadshows
- Recent visits include to Capel Manor Primary School and Churchfield Primary School
- The service is involved with the Schools Climate Action Network.

Action Plan Subject: Telephony and Customer Services

Lead Director: Executive Director Resources

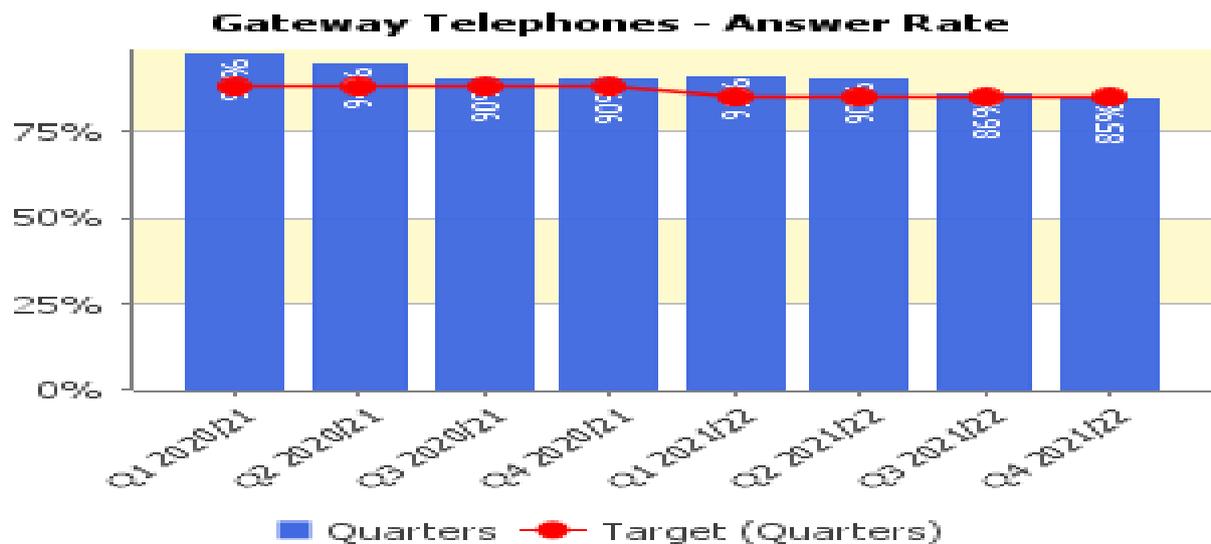
Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

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	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	
	Value	Value	Value	Value	Value	Target
CE 007 Customer Satisfaction: Webchat	86.1%	83.2%	84.5%	85.5%	85.7%	85.0%
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	86.4%	75.2%	83.1%	85.4%	80.9%	85%
GWH 002 Gateway Telephones - Answer Rate	90%	91%	90%	86%	85%	85%
GWH 003 Gateway Telephones - Average Wait Time	00h 03m 31s	00h 02m 38s	00h 03m 01s	00h 05m 07s	00h 04m 08s	00h 03m 00s
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	93%	83%	82%	76%	74%	90%

Answer rate

The Answer Rate is now showing at 85% which is on target. Further improvements have also been seen in April 2022 achieving 87.5%, our highest rate since January.



Average wait times and calls answered within 5 minutes

New quality standards and monitoring, in conjunction with newly trained staff, who are fully operational, is already leading to improvements in performance with 79.9% of calls answered within 5 minutes in April 2022. The team and HoS are also working with services to improve contact channels including supporting services with customer journeys such as Waste.

Issues over this period, particularly Q3 And Q4 which have led to performance problems in particular:

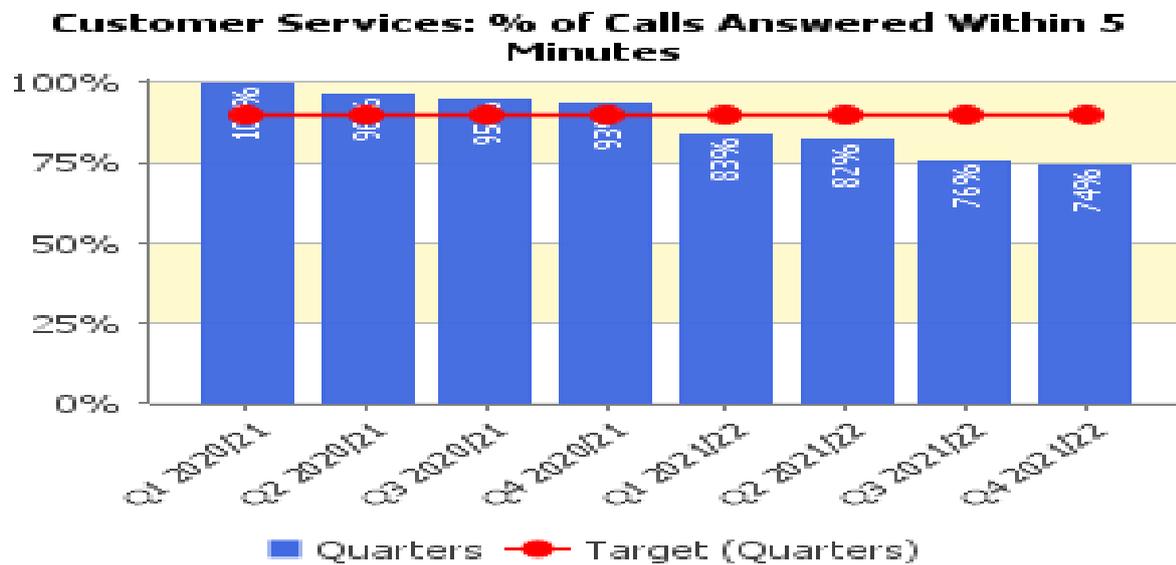
- **ICT issues**
 - For 3 weeks in Q3 (mainly November) and a week in March (Q 4) some incoming calls to the main number were not connecting and calls were not transferring correctly, resulting in dropped calls. We lost 246 staff hours in quarter 3 (of which 124 hours were in November) and 296 hours for quarter 4. This resulted in less available agents to take calls. The root cause of the earlier intermittent issue was not identified and in March it took 5 days to identify and rectify this problem with the supplier. As well as the direct time lost, the contact centre did call backs to customers that had been affected. This call back practice (only recently used during Covid) impacts on general performance across the piece and this practice will be reviewed. In terms of services affected, the issue was not specific to any particular option on the IVR and therefore affected all services across both General and Housing workgroups.
 - In January there were issues with IVR disconnecting calls - now resolved.
 - In February there were intermittent issues with Lagan freezing and going slow - now resolved.

Council tax letter. The Council Tax main billing process experienced 3 separate issues in March 2022 (now resolved), which led to many more customers calling the 1000 number, at an already busy time of year. Normally these calls on Council Tax are dealt with by a 3rd party, but because this 3rd party were experienced such high

demand, customers came back to the contact centre in the hope of speaking to someone to help with these enquiries.

- Paid Green Waste problems with Pay 360.** Since a recent systems change, staff are limited to only being able to take payments for paid garden waste only on Pay 360 – (this is working fine it's all the other payments). This is a long-term problem which is still being investigated by DS. Call times have slightly increased for these calls as the payment for Paid Green Waste is a manual workaround as fields are no longer prepopulated. As far as all other payments are concerned, the majority of customers self-serve. However, there is contingency in place for vulnerable customers when needed.

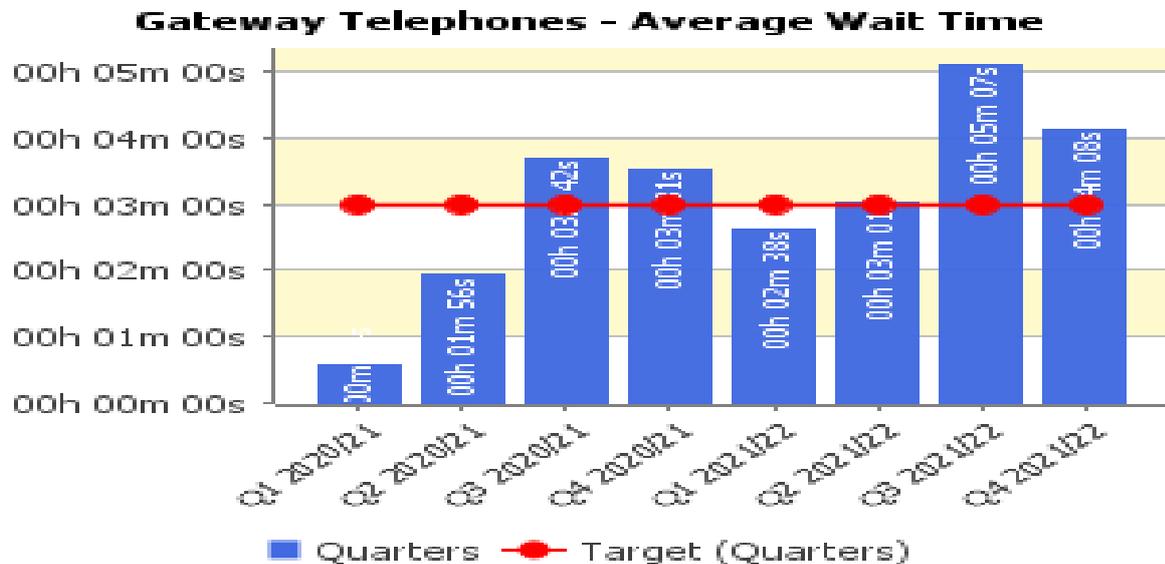
The major IT and council tax billing issues have now been resolved, leading to improved performance in Quarter 4, business as usual and significant improvements in April 2022, showing the action plan is working.



Having seen an increase in average wait times in Quarter 3 to 5m 07, they fell by one minute in Quarter 4 and this trend is continuing in April to be close to target at 3 minutes. We are confident that this will continue to improve in May as long as we are able to keep staff by converting temporary staff posts into permanent posts. The reason for the longer wait times in Q3 and Q4 were:

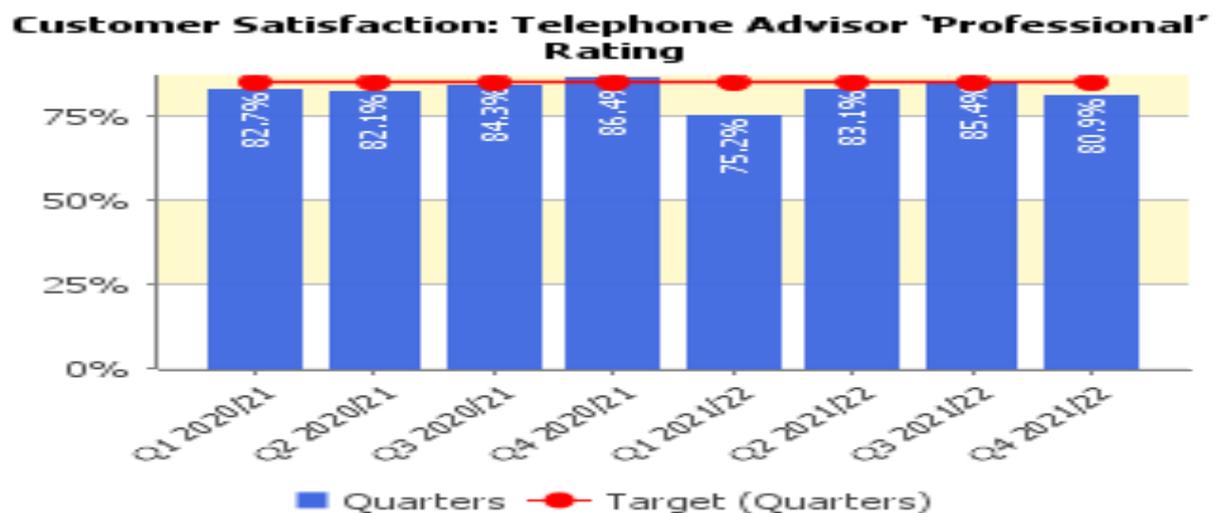
- New agency staff being brought in who required training/shadowing on phones (therefore taking time away from call answering for all staff). (We are looking to reduce agency staff and appoint more permanent staff).
- An increase in complex Council Housing calls. Council Housing team transitioned to the Housing Repair Centre (HRC) in Dec and Jan which may have impacted wait times as cross trained staff were no longer at our disposal to cover resourcing gaps (losing the benefits of economies of scale). In Q3, these were 5m07 including Council Housing & 3m35 excluding Council Housing. Council Housing KPIs will move from January and won't appear in the future reporting for the customer services KPIs as they will now be managed and reported through Housing.
- Proactive call backs to residents who had suffered because of the major ICT issues. Although this showed customer satisfaction levels growing, it also exacerbated the

call wait times as staff were making call backs at the same time as answering all the new calls



Customer Satisfaction with Webchat continues to be high and is now at 85.7%.

Satisfaction on telephony correlated to issues as identified above such as ICT for the period. Revised satisfaction surveys have been agreed to be implemented shortly. New Customer Services standards are due to be circulated and we anticipate further improvements in the near future.



Covid-19 Related Support Work

The Community Support Line which is accessible via the contact centre line #1000 (Option 7) recorded 2437 calls in Quarter 4 21/22 with levels of demand on the sharp increase following the spread of the Omicron variant, recent data shows an increase from Q3 of 907 calls taken. 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. Additional services are

still included such as food bank support, financial assistance, support around vaccination awareness and access to emotional wellbeing support. This new service was set up and funded during the pandemic using Covid funding and is now absorbed into the service – but we may need to reduce it in order to recruit more permanent staff for core business.

Action Plan Subject: Complaints, FOIs and Complaints Executive Director: Executive Director of Resources

Executive Summary

Overall, target performance for FOIs has increased in Q4 although performance for MEQs and complaints has decreased has improved.

1. FOI, MEQ & Complaint Performance Charts

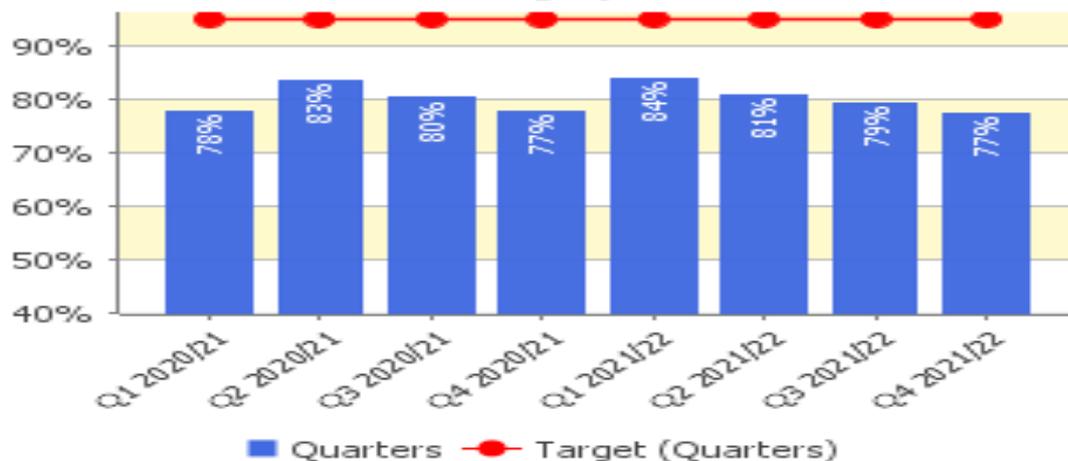
The charts below show the current performance for Freedom of Information Requests (FOIs), MEQs and Complaints. The red line denotes the target.

This covers the period (January-March) Quarter 4 of financial year 2021-22.

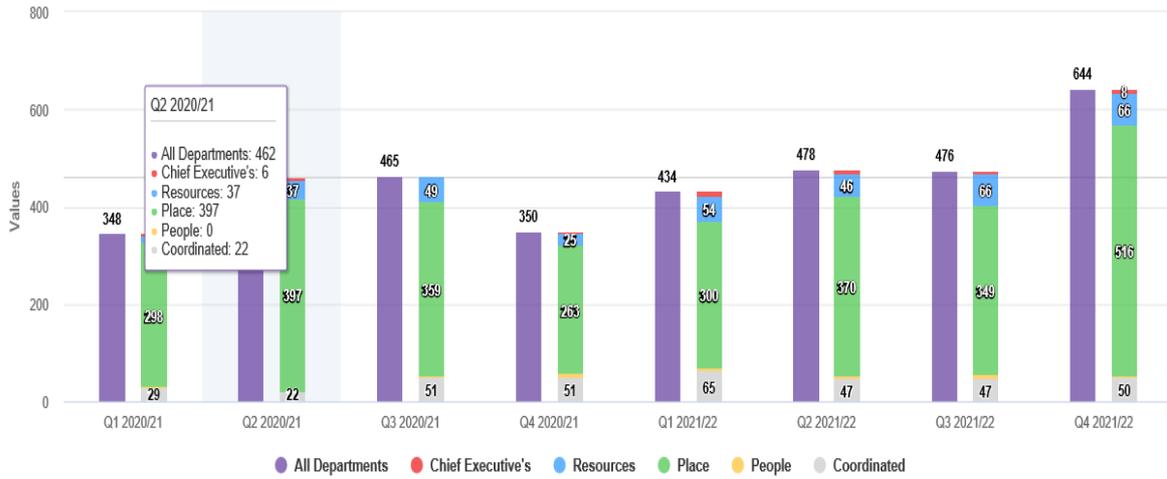
1.1 Complaints

Complaints performance decreased to 77% being resolved within timeframe in Quarter 4

Initial Review Complaints - Council Overall (% inside target)

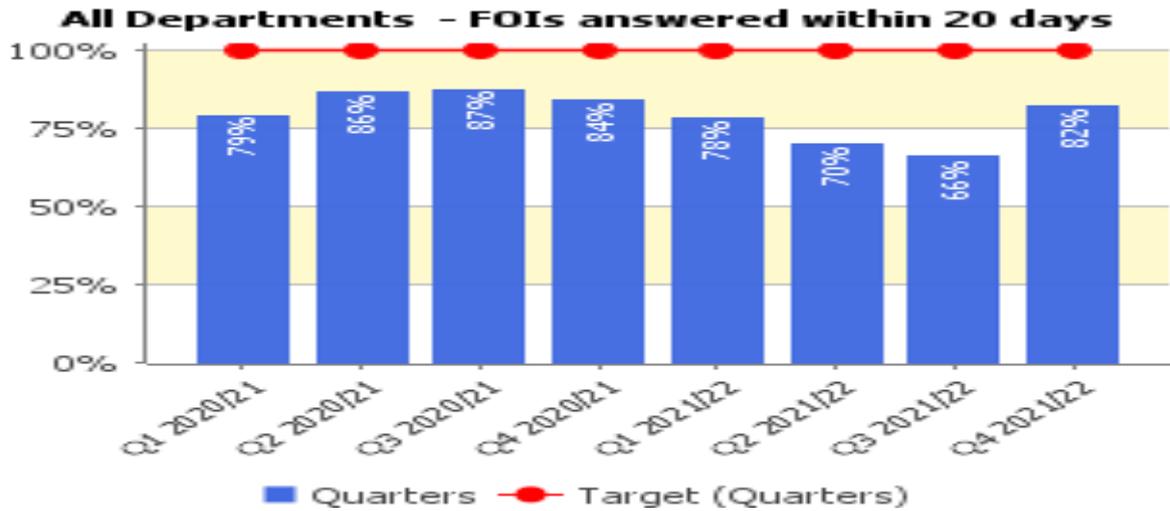


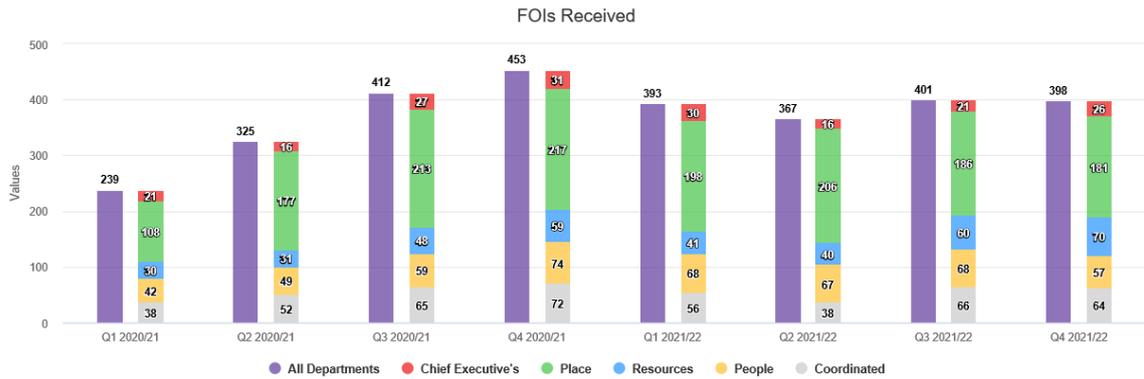
Initial Review Complaints Received



1.2 FOIs

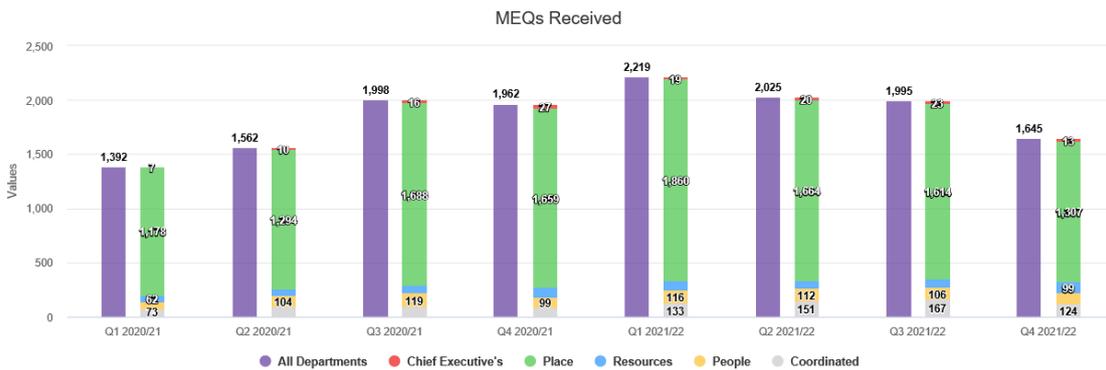
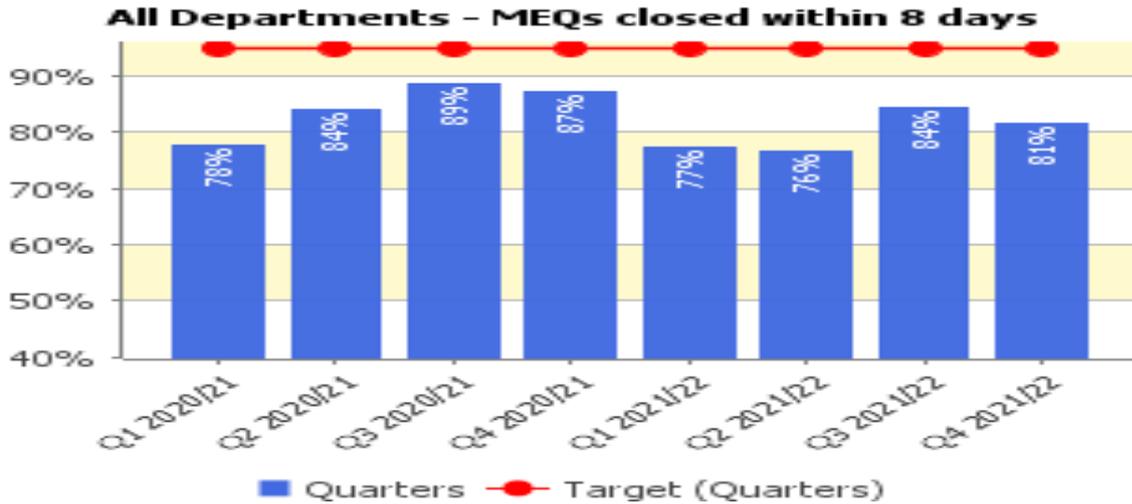
For Quarter 4 for FOIs, performance was 82% below the 100% target. There is a big increase on Quarter 3.





1.3 MEQs

In Q4 performance was 81% answered within 8 working days against a target of 95%. This is a slight decrease in performance from Quarter 3



2. Update Since Previous Reporting Period

Staffing challenges continued into Q3 although days lost due to sickness from 49 (Q2) to 31 days. The vacancy rate increased from 26% (Q2) to 31%, primarily for coordinator roles

responsible for inputting and processing MEQs, FOIs and Complaints for response. However, agency resourcing was put in place to reduce this gap as an interim measure.

Allocation backlogs reported in Q2 report were successfully addressed during Q3.

However, it is recognised that there are a number of improvements required to address long term challenges regarding reporting and responsiveness to complaints, FOIs and MEQs. An improvement plan is in place from January 2022 to January 2023 that covers a range of activities set out below.

- Development actions are currently underway to improve the handling and organisational learning from complaints, MEQs and FOIs.
- Data insight: generating better data insight to drive continual service improvement with service leads; in turn ensuring strengthening accountability.
- Processes: guidance, training and templates are being reviewed and implemented to improve response quality and reduce demand failure.
- People: reviewing structures and responsibility remits to identify more efficient models of service delivery.
- Technology: developing replacement IT system for processing enquiries (CRM – Customer Relationship Management system) which will provide enhanced digital capabilities increasing automation, data insight and improve reporting.

Complaints

As per Q2 actions, data analysis has identified areas requiring further development which is addressed through improvement activities. Analysis of high-volume complaint areas is underway to identify complaint themes, patterns, root causes and volumes. This insight is shared with services to design effective solutions to reduce complaint types and volumes. Complaint response processes have been redesigned and additional guidance provided to improve response time and quality.

FOI

KPI performance continued to decrease in Q3. Resourcing challenges advised above have contributed towards allocation delays, as well as overall response delays. The volume of FOIs increased between Q2 and Q3.

To address these performance issues, FOI training is currently under development including revised guidance and new internal handling policies. These are designed to improve response times and quality. Central resource challenges will be addressed through the 'people' and 'technology' improvement activities coming into effect in May 22.

MEQs

A number of changes were made during Q3 (e.g. refined escalation processes, improvements to existing reporting, new reports) which created greater oversight and management activities at multiple levels across the organisation. Initial allocation backlogs have also been addressed. MEQ timely response performance has improved by 8% between Q2 and Q3.

As per Q2 report actions, steps were taken to increase resourcing arrangements to create greater flexibility and resilience on an interim basis until planned structure, process and technological changes are implemented in early May 2022.

3. Actions & Next Steps

The following actions are taking place between March to July 2022:

- Implementation of structural changes and new IT system (CRM) – May 22
- Launch of new reporting capabilities (CRM) – May 22
- Launch remaining new guidance, training and templates for MEQs, FOIs and complaints – June 22
- Redesign corporate complaints and statutory complaints annual reporting for publication in Q2 (FY 22/23) – July 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

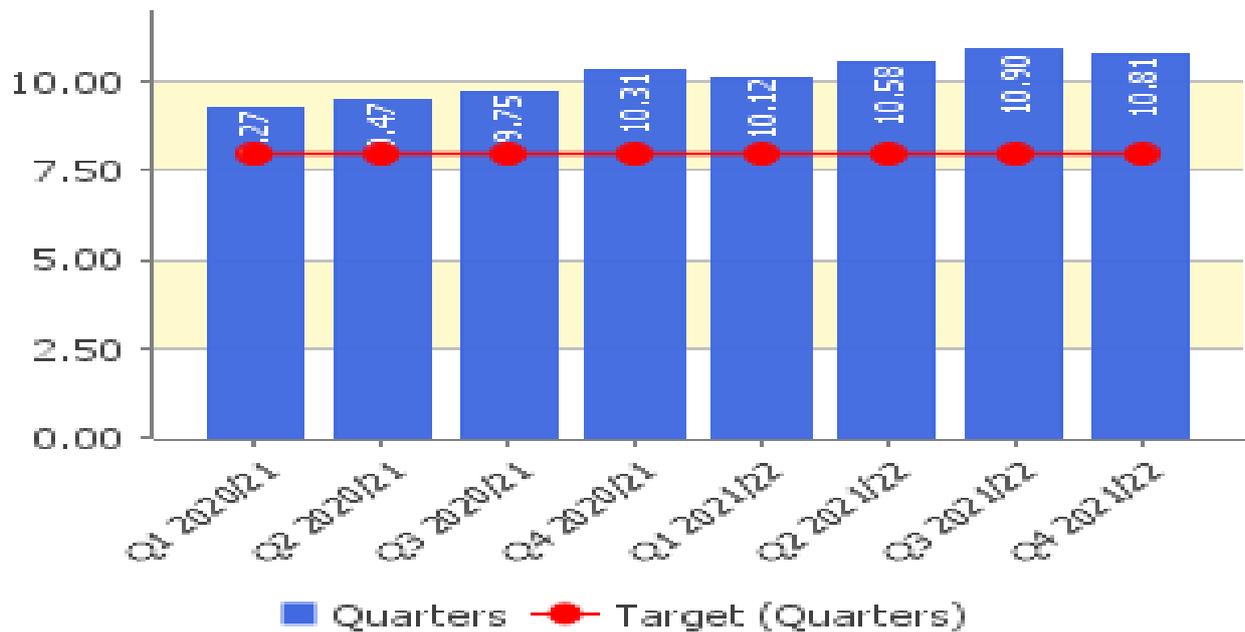
Sickness absence includes sickness relating to or due to Covid-19 but not self-isolation cases. 20.3% of all sickness absence in the January – March 2022 was related to Covid-19 (excluding self-isolation); this was higher than the 12.3% in Quarter 3.

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

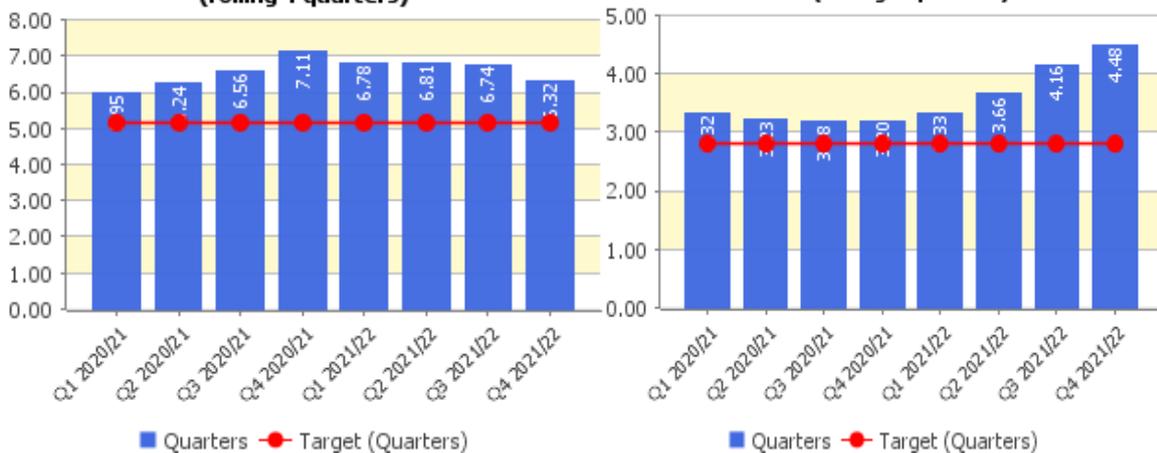
The rolling 8 quarters for sickness absence up to Quarter 4 (Jan – March 2022) is included in the table below. Current Council wide performance is above the agreed target with 10.81 FTE days being lost. This is a slight decrease from Q3. The target is 7.96 FTE days lost which was the London average in 2018/19. The London average for 2019/20 increased to 8.52 FTE days lost and consideration should be given to align the Council target for 2022/23.

Long term absence has decreased across the quarter but short term has increased (reflecting the trend of higher numbers of sickness absence due to Covid-19).

Average Sick Days - Council Staff (rolling 4 quarters)



Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters) **Average Sick Days: SHORT 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 three shows the following:

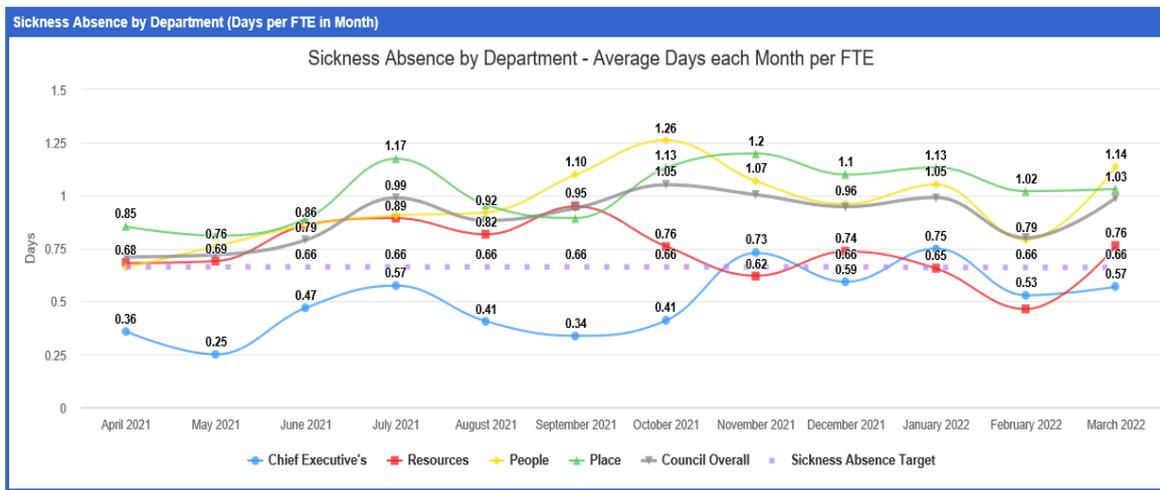
Average Sick Days per FTE for the **Chief Executive's Directorate** is 1.85 which is below the 1.99 target

Average Sick Days per FTE for the **Resources Directorate** is 1.88 which is below the 1.99 target.

Average Sick Days per FTE for the **People Directorate** is 2.98 which is above target.

Average Sick Days per FTE for the **Place Directorate** is 3.18 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.



Absence reasons:

The top three absence reasons for quarter 4 are:

- Stress, Depression and Anxiety
- Other musculoskeletal problems - exclude back problems- include neck problems
- Cold, Cough, Flu - Influenza

Additional Interventions and Actions

A specialist Absence & Attendance team consisting of two posts, has now been created. The HR Associate Business Partner, commenced in post in February 2022. An appointment has now been made to the second post, HR Advisor, Absence & Attendance with a start date to be confirmed. This team will identify and promote constructive solution focused initiatives in relation to absence management that are aligned to deliver against the Workforce Development Strategy, service level agreements and promote a positive attendance culture whilst also addressing

complex employee relations cases, linked to absence and attendance across the Council. This team will take overall responsibility for the Council's approach to the management of sickness absence and will be responsible for quality assurance and establishing key performance indicators and data to ensure that sickness absence cases are robustly and efficiently managed. This will be achieved by:

Detailed analysis of absence data at both corporate and service level to identify trends and bottlenecks

Working closely with managers to ensure they are trained and confident when dealing with staff sickness and absence

Identifying absence reason trends at both a corporate and service level and identifying and implementing both corporate and local initiatives to address these trends (for example, supporting an ageing manual workforce, how to avoid muscular skeletal problems for workers where heavy manual handling is a key component of their role, addressing and managing workplace stress)

Identifying specific cases that are not progressing and providing additional support for managers to progress these cases.

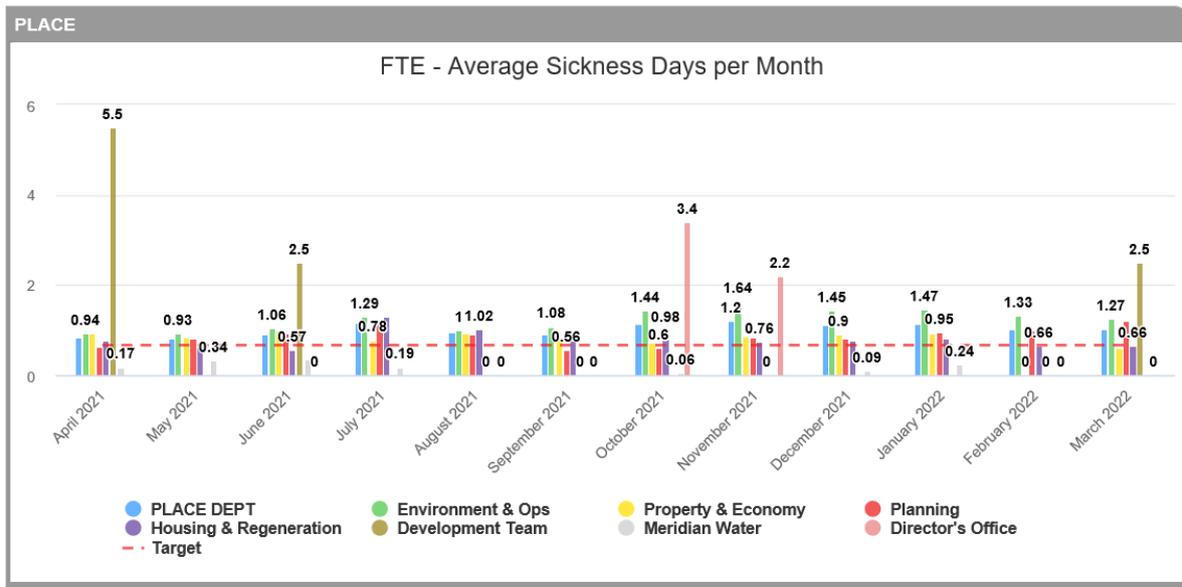
Work has already commenced reviewing and ensuring proactive management of long-term absence cases and is now starting to see a positive downward trend in the overall number of long-term cases (64 cases in December 2021 compared with 39 in April 2022).

The Council actively promotes the EAP (confidential counselling) service that is well used by staff.

The Council is piloting a scheme of Mental Health First Aiders in the workplace. A cohort of 16 staff have been trained to become a Mental Health First Aider (MHFA) and the scheme was formally launched in April 2022. The cohort of MHFA's are spread across services and departments and communications have been rolled out to promote this additional support for staff. The MHFA's have practical skills and knowledge to recognise the symptoms of mental health issues and to be able to support anyone experiencing mental ill-health or difficulties. They will be able to provide practical 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. This initiative is hoped to have a positive impact on sickness absence due to poor mental health.

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. Place sickness absence is showing a downward trend. Several long-term absence cases have been closed or are being concluded and it is hoped that this downward trend will continue.



The highest levels of sickness absence are within Environment and Operations that employs high numbers of manual workers. The Place Department did have higher levels of Covid-19 sickness absence during Q4. This would contribute to absence levels in Environment and Operations, but it should be noted there are front line workers within this service cannot work from home as alternative to attending the workplace.

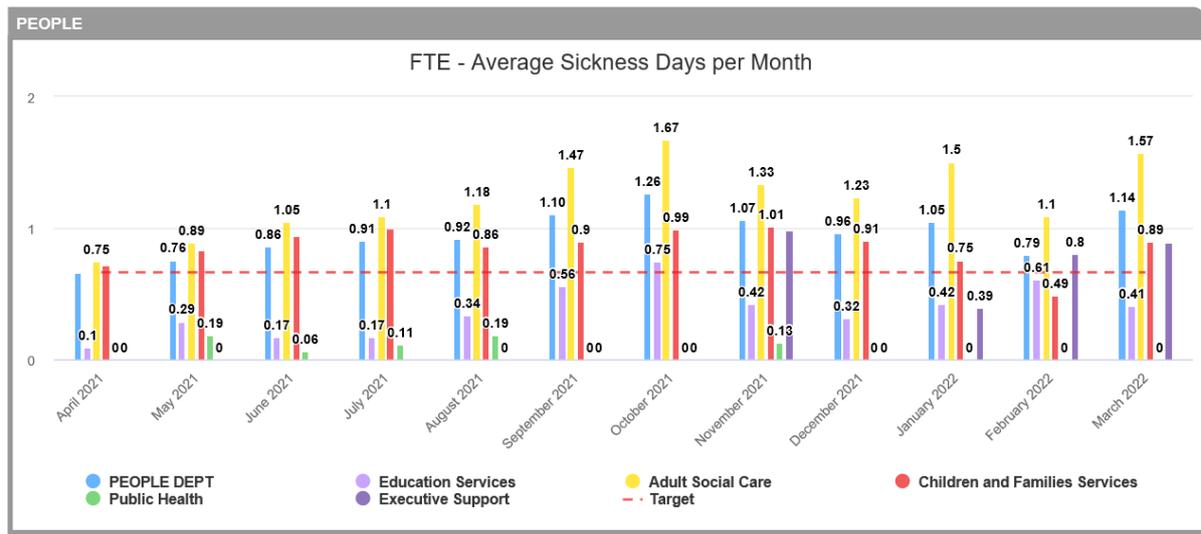
It should also be noted that although the Development Team shows a sharp increase in March 2022, this is a small team and a single absence case can cause this spike.

To ensure oversight and the timely management of high sickness absence within this Service, the Director of Environment and Operations chairs a monthly 'sickness absence board', with his management team, supported by the Associate HR Business Partner. This is making an impact and each Manager within the service has proven successful in managing cases in a timely manner to a successful resolution, whether it be a stage 3 hearing or supported back to work. This is reflected in the data for Q4 and will continue to have a positive impact in Q1 2022/23.

Within both Housing & Regeneration and Environment & Operations 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. These consist of Sickness boards, coaching managers, managers engaged fully in reducing the absence levels along with a strong focus from the relevant Director.

People Department

Sickness absence is monitored on a regular basis.

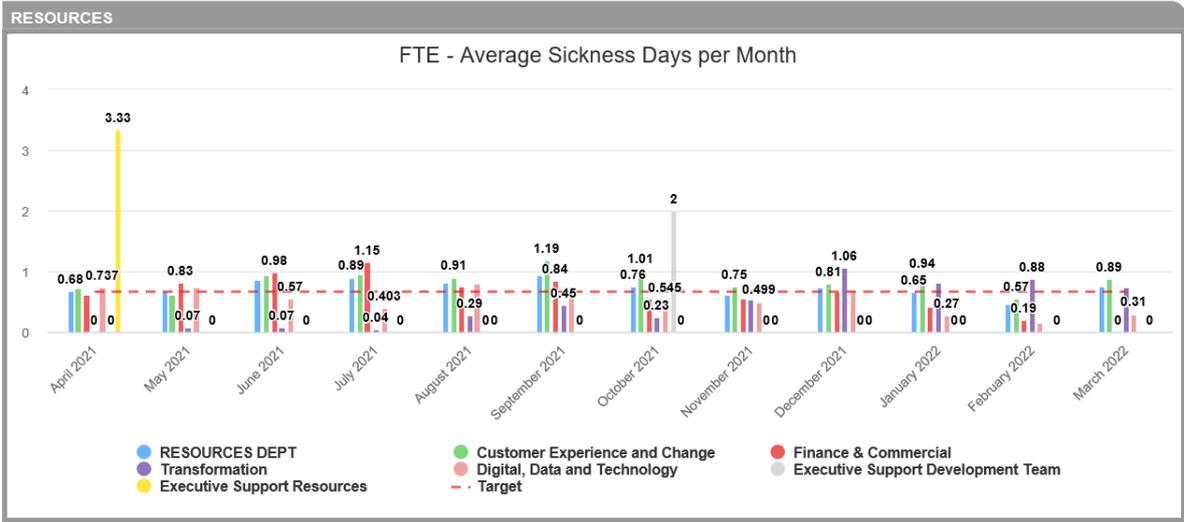


The higher levels of sickness absence in Adult Social Care is due to the high number of front-line workers. Front-line workers normally cannot work from home on days they are feeling unwell compared with other Council services where staff can work from home. Due to the nature of their work Covid will also have a significant impact on absence levels in Q4.

- 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.
- 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 their teams.
- There are robust plans in place to address the overall absence levels across departments. This is resulting in a downward trend of long-term absence with a number of cases closed during April 2022 that will be reflected in Q1 2022/23.

In addition, the HR leads attend bi-monthly DMT meetings where overall sickness absence management is discussed.

Resources Department



Overall, there was a reduction in sickness absence during Q4 and overall sickness fell below the corporate target. Absence is monitored and reviewed and regularly discussed at management team meetings.