

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

Two Year Trend	Commentary																				
<p style="text-align: center;">Households in Temporary Accommodation</p> <table border="1"> <caption>Households in Temporary Accommodation Data</caption> <thead> <tr> <th>Quarter</th> <th>Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/2019</td> <td>3424</td> </tr> <tr> <td>Q3 2018/2019</td> <td>3392</td> </tr> <tr> <td>Q4 2018/2019</td> <td>3410</td> </tr> <tr> <td>Q1 2019/2020</td> <td>3410</td> </tr> <tr> <td>Q2 2019/2020</td> <td>3428</td> </tr> <tr> <td>Q3 2019/2020</td> <td>3446</td> </tr> <tr> <td>Q4 2019/2020</td> <td>3474</td> </tr> <tr> <td>Q1 2020/2021</td> <td>3553</td> </tr> <tr> <td>Q2 2020/2021</td> <td>3557</td> </tr> </tbody> </table>	Quarter	Households	Q2 2018/2019	3424	Q3 2018/2019	3392	Q4 2018/2019	3410	Q1 2019/2020	3410	Q2 2019/2020	3428	Q3 2019/2020	3446	Q4 2019/2020	3474	Q1 2020/2021	3553	Q2 2020/2021	3557	<p>Quarter 2 showed that Enfield had 3557 households in Temporary Accommodation (TA). This is a slight increase from the previous quarter and continues to place pressure on the service</p> <p><u>COVID pandemic - Emergency Accommodation provision Update</u></p> <p><u>Update on Service Design for homeless and Prevention Services</u></p> <p>As part of the transformational change programme in homelessness, new ways of delivering homelessness and prevention Services were started in January 2020 with new teams and more experienced caseworkers working on the front line at John Wilkes House to receive enquiries, offer advice and take on casework with minimum hand offs. This means new customers have one caseworker dealing with homelessness prevention and any follow up homeless application. The new Service Model is more efficient, enabling caseworkers to undertake 'outreach' homelessness prevention surgeries, co-located with the Council's front-line MASH and Children's Services' Early Help Services. Standing Together Domestic Abuse charity has been reviewing Enfield's approach to Domestic Abuse in housing cases through research, surveys, interviews and workshops with staff and partners to inform Enfield's new service model. Pending their recommendations, a new risk-based housing focused domestic abuse checklist has been designed to support and improve our response to those facing domestic abuse and in preparing for new housing statutory duties in this regard.</p> <p>The COVID pandemic led to a rapid redesign of the service offer. All services are now provided through a central phone line with the number advertised to other agencies and through our website. Calls are monitored to ensure that all calls are answered within 5 rings. Once someone is registered with the service, they can contact their caseworker directly by phone or email. Alternative solutions have been found for submitting documents and signing agreements, meaning that we are able to provide the service remotely. The lessons for this are now being built into the future service model.</p>
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Also, in response to the COVID pandemic we have set up a landlord advice line (launched 04/05/20) to assist landlords with advice and guidance for tenant payment/benefit issues. We have promoted this to more than 3,500 private landlords operating in Enfield. This forms a key part of the new service offer

Cabinet agreed on the January 22nd, 2020 for the following to take place with the associated timeframes:

- New service design restructure – starting June 2020
- Join Capital Letters – April 2020
- Establish Enfield Let
- Use of Single Homelessness Program (SHPS) – April 2020

We have the new structure partially in place, Leadership roles are in post and we hope to have a fully staffed structure by end January 2021. The timescale is subject to union and staff consultation (Market Management Team).

Timescales for Improvement:

In terms of seeing an improvement in the TA figures, this will only be realised through the service design.

Positive Actions undertaken in Quarter 2:

Other positive actions include:

- Move on for 50 rough sleepers from Travelodge Edmonton to alternative TA, PRS and supported housing
- Moved on 65 families from TA
- Prevented 117 families from going into TA

Moves to the PRS have significantly increased from Q1 to Q2 (127 in Q1 opposed to 182 in Q2)

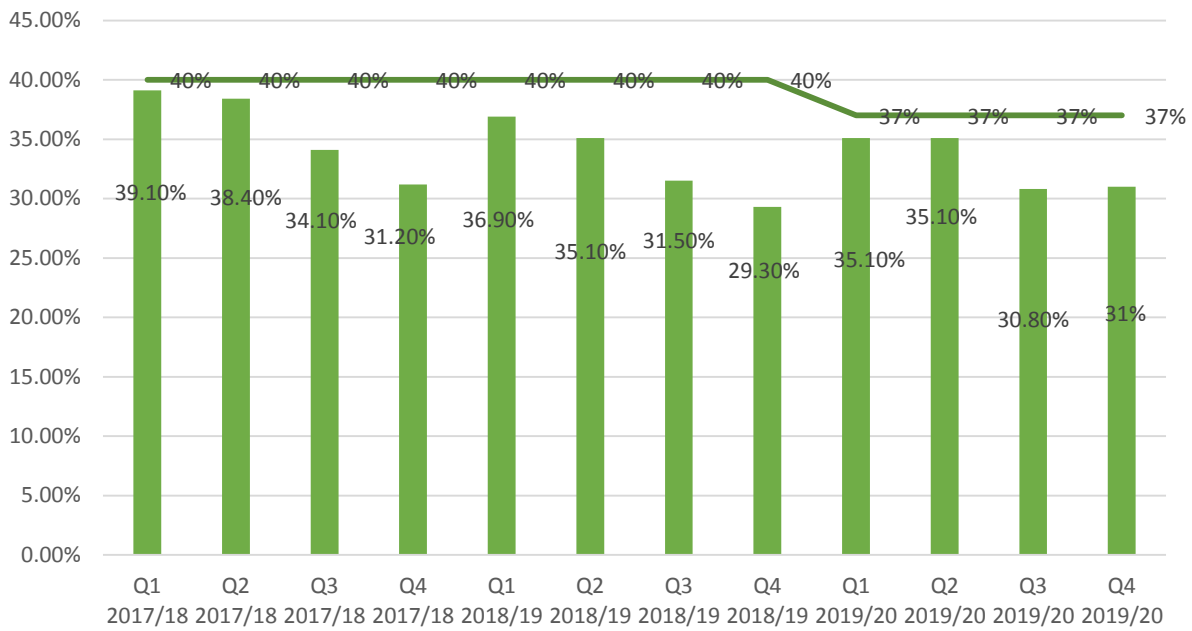
We moved on rough sleepers from Travelodge to alternative temporary accommodation and procured the use of 22 supported housing bed spaces with One Housing for medium to high needs rough sleepers. We handed back Travelodge Edmonton at the start of September in its entirety, we still have 30 rooms for use on an emergency basis at the Ramada Hotel in Finchley should emergency placements be required.

For 2020/21 we need to end the year with 2800 TA units. Our targets to achieve this are:

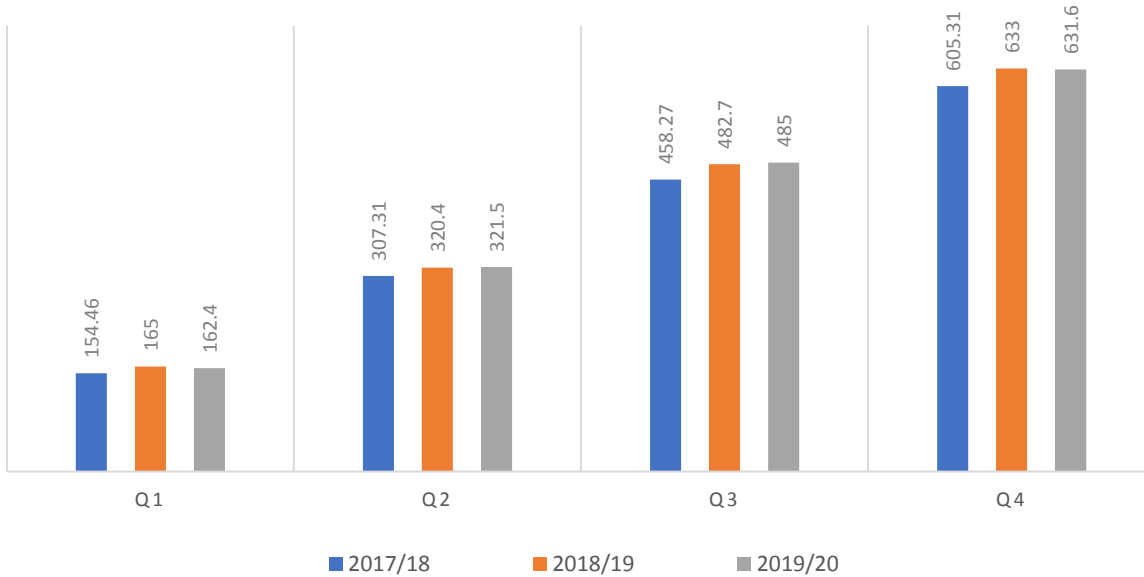
1. Reduce the flow of new occupants into TA from 60 per month to 20 by year end
2. Move residents/rough sleepers out of TA/interim housing into the PRS at a rate of 35 per month till year end (Homefinders, Capital Letters)
3. Procure additional PSL properties for Enfield Let achieving 66 by year end
4. Purchasing/developing 73 units of accommodation for Housing Gateway to accommodate rough sleepers using GLA funding by year end
5. Converting 50 nightly paid properties to assured shorthold tenancies by year end
6. Incentivising 98 residents to make their own arrangements to move out of temporary accommodation
7. Transfer 400 properties over to Enfield Let by the year end
8. Maximise lets into affordable housing achieving 140 by year end
9. Referring 177 people to the Single Homeless Prevention Service by year end

Action Plan Subject: Waste and Recycling
Lead Director: Executive Director Place

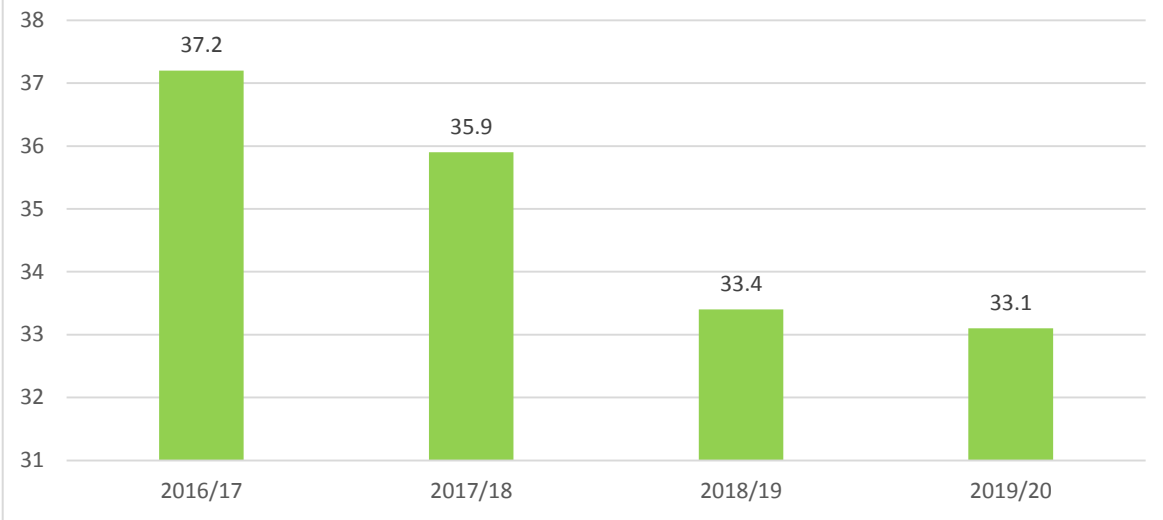
Graph 1: % of household waste sent for reuse, recycling and composting (NI192)



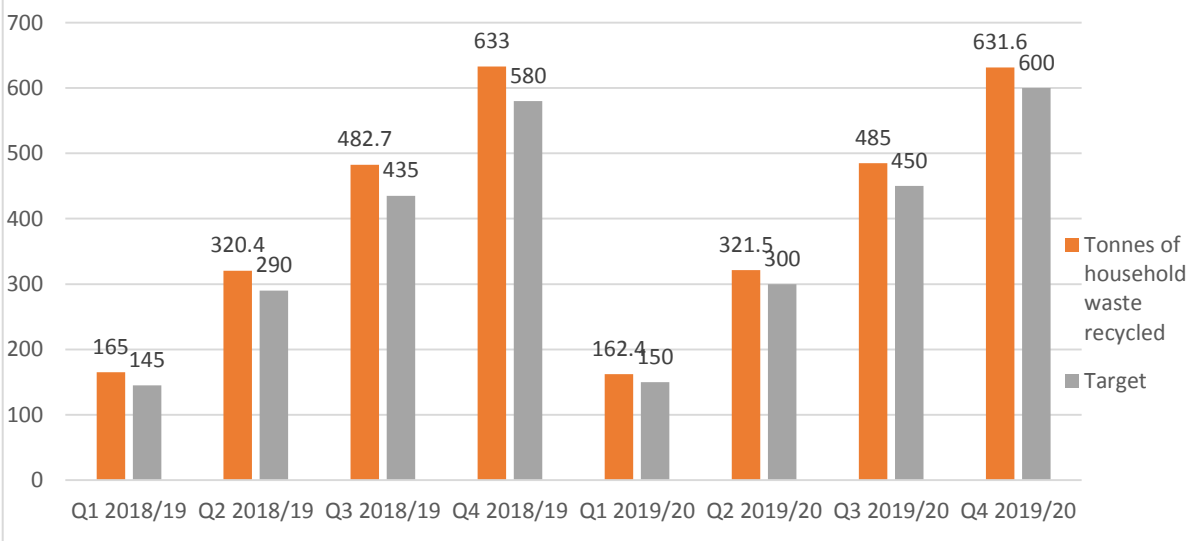
GRAPH 2: (NI191) RESIDUAL WASTE PER HOUSEHOLD (KG) (CUMULATIVE)



Graph 3: Recycling Rate (%)



GRAPH 4: (NI191)RESIDUAL WASTE PER HOUSEHOLD (KG) (CUMULATIVE)



Commentary
Current Performance

The percentage of household material sent for reuse, recycling and composting (also known as NI192) (Graph 1 & 3) and the amount of residual waste per household (NI191) (Graph 2) is reported to Government through Waste Data Flow and is available to the public once data verification is complete. The process is that data is verified by the London Borough of Enfield (LBE), North London Waste Authority and then Waste Data Flow. Data remains provisional until published which is around six months after the quarter.

NI192 and NI191 data published through Waste Data Flow forms part of the Councils corporate key performance indicators and is monitored on a quarterly basis.

More recently, the Waste Implementation Board (WIB) has oversight of the changes made to the waste and recycling service including scrutiny of the overall performance.

The most recent available NI192 data is quarter 4 (1 January 2020 to 30 March 2020) (Graph 1). Quarter 4, and the ultimate 2019/20-year end data is currently provisional and therefore has not been verified by Waste Data Flow. Delays in verification of data are as a result of Covid 19, in normal circumstances this data would be been verified mid-November.

It can be seen in that recycling decreases between quarter one and quarter four, shown in graph 1. This decrease is predominately due to seasonal fluctuations; with the main growing season experienced at the beginning of the reporting year (April – June). Since 2016/17 LBE's recycling rates have decreased, shown in graph 3:

- 37.2% in 2016/17
- 35.9% in 2017/18
- 33.4% in 2018/19
- 33.1% in 2019/20

London Context - Many London boroughs show recycling levels that are stagnant or have decreased for the same time period 2016 - 2020. If London borough recycling rates have increased this has mainly been due to a change made in the way waste and recycling is collected. This was a driver for LBE to implement major changes to the services.

Action Plan

On 4 November 2019, the collection service was changed from a fortnightly collection of mixed garden and food (free) to a paid for, fortnightly garden collection and a separate weekly food recycling service.

A change in trend in the NI192 performance for quarter 4 (2019/20) can be seen in graph 1. Previous trends are a result of seasonality. This change is as a result of increased food recycling and increased communications, post the service launch in November 2019.

On 2 March 2020, the service changed from a weekly collection of refuse and weekly collection of dry recycling to alternate weekly collections. This means refuse and dry recycling is collected on alternative week. Additionally, investment has been put into communications (£100k per annum) and two additional resident engagement officers have been made to support these changes. LBE now engages with residents daily overcoming waste and recycling issues; the successful implementation of the service change in 2019 and 2020 is as a result of this additional investment.

The plan is that once the physical/ operational changes are embedded (normally 3-6 months) a series of behavioural engagement and communications would 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 the subsequent impact from lockdown on 23rd March. Temporary changes were made to the service in response to these impacts; both to tackle reduced staff numbers and the increased waste and recycling generated by most of the population being instructed to stay at home.

The introduction of alternate weekly collections of refuse and dry recycling supported with education will result in resident behavioural change and consequently will improve recycling performance; likely to be seen in 2020/21.

In addition, a Reduction and Recycling Plan (RRP) was approved in July 2019 and sets out LBE's commitment to a range of measures that will increase recycling performance. Key measures include working with businesses to reduce single use plastics and developing a strategy for improving recycling at flatted properties. Work on achieving the objectives detailed within the RRP has begun and will continue until 2022.

Timescale for Improvement

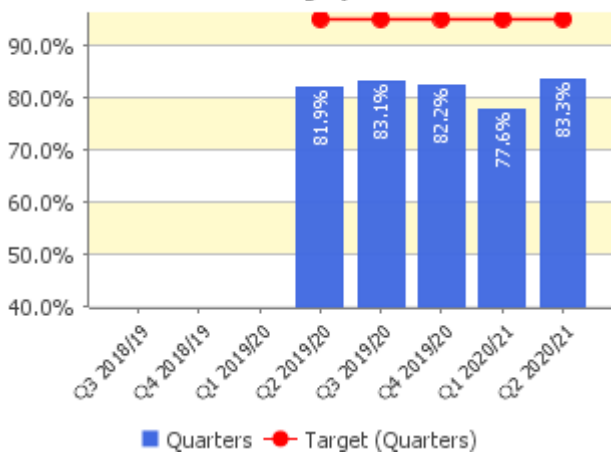
It is anticipated that quarters 3 (Oct – Dec) and 4 (Jan – March) (2020/21) will improve compared to quarters 3 and 4 (2019/20), which will align with the launch of the resident engagement work and removal of temporary Covid measures e.g. collecting refuse side waste, that were put in place to tackle the impacts of Covid-19.

The annual NI192 figure will take longer to see an improvement in the figures due to the impact of Covid-19 on quarters 1 and 2 (2020/21). It is anticipated that the positive impact expected in 2020/21 will be delayed until 2021/22.

We must be conscious that in light of Covid-19 many more people are and will remain working from home which is a significant change from where we started with our modelling of waste generated data back in 2018 and this will need to be kept under constant review to understand if it changes any of our original assumptions and figures.

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

Initial Review Complaints - Council Overall (% inside target)



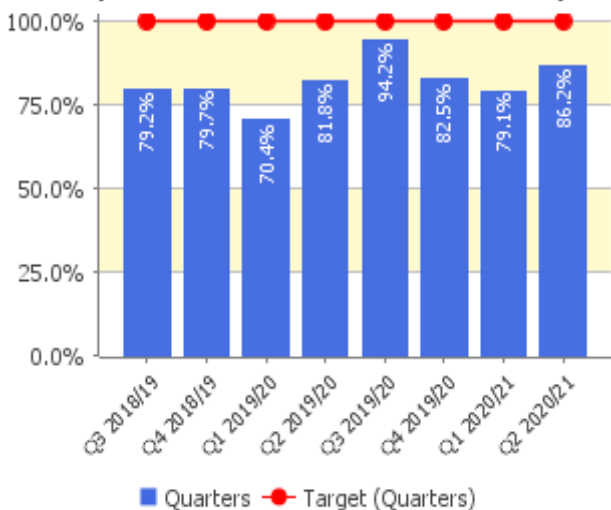
The charts to the left show the current performance for Freedom of Information Requests (FOIS), MEQs and Complaints. The red line relates to the target.

This cover the period (July-September) Quarter 2

The figures show a very encouraging trend of improvement 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. Staff across the council were redeployed into the Community Hub and the Councils associated response. This had a large and direct impact on these figures as staff were asked to prioritise this work and were unable to meet the corporate response times. This was discussed and raised as part of the GOLD meetings.

At the same time as an increase in performance, there has been an increase in MEQs, FOIAs and Complaints received which again reflects favourably on the performance of the Council. 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

All Departments - FOIs answered within 20 days



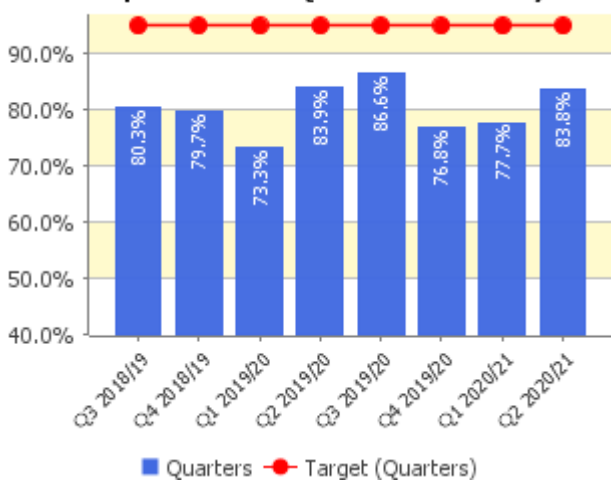
Summary

Initial reviews are now at 83.3%, this shows an increase on Q1 of 5.7%. Performance is below the 95% target.

FOIS: For Quarter 2 for FOIs, performance was 86.2% below the 100% target. There is a significant 7% increase on Quarter 1.

MEQs: Quarter 2 for MEQ's performance was 83.8% answered in 8 working days against a target of 95%. This is a 6% rise in performance from Quarter 1.

All Departments - MEQs closed within 8 days

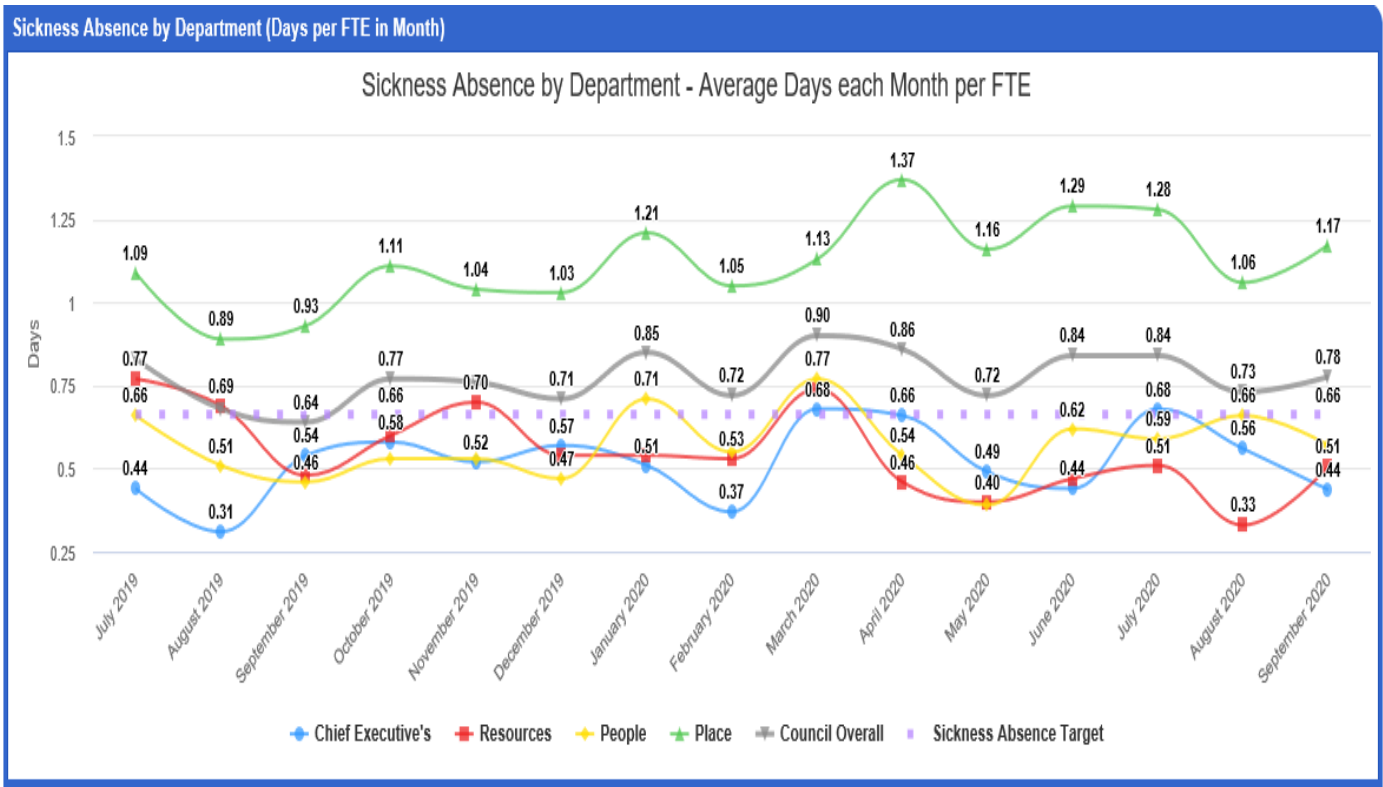


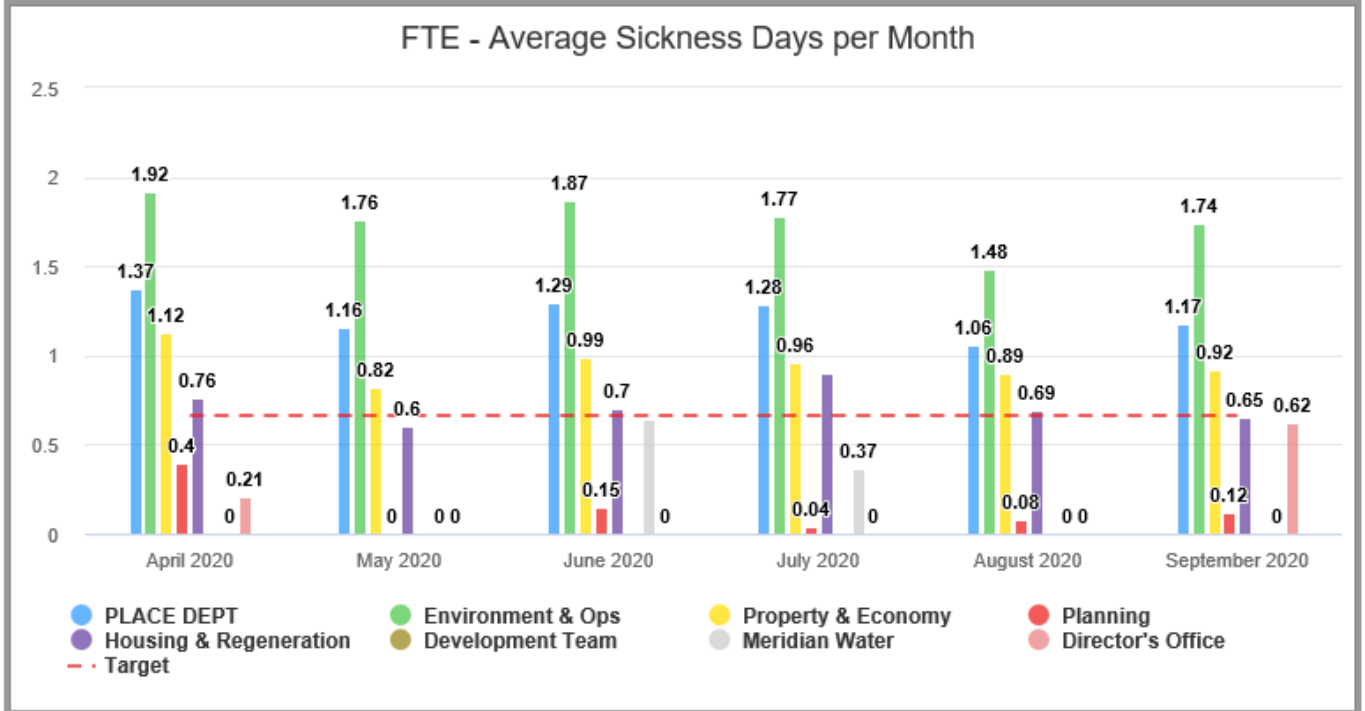
Action Plan Subject: Sickness Absence

Lead Director: Director of Human Resources & Organisational Design

Two Year Trend	Commentary																											
<p>Average Sick Days - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (FTE Days)</th> <th>Target (FTE Days)</th> </tr> </thead> <tbody> <tr><td>Q3 2018/19</td><td>8.07</td><td>7.96</td></tr> <tr><td>Q4 2018/19</td><td>8.07</td><td>7.96</td></tr> <tr><td>Q1 2019/20</td><td>8.03</td><td>7.96</td></tr> <tr><td>Q2 2019/20</td><td>8.06</td><td>7.96</td></tr> <tr><td>Q3 2019/20</td><td>8.39</td><td>7.96</td></tr> <tr><td>Q4 2019/20</td><td>8.39</td><td>7.96</td></tr> <tr><td>Q1 2020/21</td><td>8.27</td><td>7.96</td></tr> <tr><td>Q2 2020/21</td><td>9.47</td><td>7.96</td></tr> </tbody> </table>	Quarter	Actual (FTE Days)	Target (FTE Days)	Q3 2018/19	8.07	7.96	Q4 2018/19	8.07	7.96	Q1 2019/20	8.03	7.96	Q2 2019/20	8.06	7.96	Q3 2019/20	8.39	7.96	Q4 2019/20	8.39	7.96	Q1 2020/21	8.27	7.96	Q2 2020/21	9.47	7.96	<p>Please note the following definitions for the purposes of this report.</p> <p>FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p>Average FTE Days: This is the number of FTE working days lost to sickness absence divided by the number of FTE employees in the Service.</p> <p>Sickness absence includes sickness relating to or due to Covid-19. 28% of Sickness in the July-September 2020 was related to Covid and as such understandably there is going to be an increase in sickness rates</p>
Quarter	Actual (FTE Days)	Target (FTE Days)																										
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<p>Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (FTE Days)</th> <th>Target (FTE Days)</th> </tr> </thead> <tbody> <tr><td>Q3 2018/19</td><td>3.35</td><td>2.96</td></tr> <tr><td>Q4 2018/19</td><td>3.13</td><td>2.96</td></tr> <tr><td>Q1 2019/20</td><td>3.12</td><td>2.96</td></tr> <tr><td>Q2 2019/20</td><td>3.15</td><td>2.96</td></tr> <tr><td>Q3 2019/20</td><td>3.28</td><td>2.96</td></tr> <tr><td>Q4 2019/20</td><td>3.39</td><td>2.96</td></tr> <tr><td>Q1 2020/21</td><td>3.32</td><td>2.96</td></tr> <tr><td>Q2 2020/21</td><td>3.23</td><td>2.96</td></tr> </tbody> </table>	Quarter	Actual (FTE Days)	Target (FTE Days)	Q3 2018/19	3.35	2.96	Q4 2018/19	3.13	2.96	Q1 2019/20	3.12	2.96	Q2 2019/20	3.15	2.96	Q3 2019/20	3.28	2.96	Q4 2019/20	3.39	2.96	Q1 2020/21	3.32	2.96	Q2 2020/21	3.23	2.96	<p>Compared to the same period last year sickness levels are similar in the CEX and People Department, lower in the Resources Department and higher in the Place Department.</p> <p>The rolling 8 quarters for sickness absence up to Quarter 2 (July – September 2020 is in the chart on the left-hand side. Current Council wide performance is above target with 9.47 FTE days being lost to sickness every year. The target is 7.96 FTE days lost which was the London average in 2018/19.</p>
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<p>Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (FTE Days)</th> <th>Target (FTE Days)</th> </tr> </thead> <tbody> <tr><td>Q3 2018/19</td><td>5.16</td><td>5.16</td></tr> <tr><td>Q4 2018/19</td><td>5.14</td><td>5.16</td></tr> <tr><td>Q1 2019/20</td><td>5.11</td><td>5.16</td></tr> <tr><td>Q2 2019/20</td><td>5.13</td><td>5.16</td></tr> <tr><td>Q3 2019/20</td><td>5.11</td><td>5.16</td></tr> <tr><td>Q4 2019/20</td><td>5.10</td><td>5.16</td></tr> <tr><td>Q1 2020/21</td><td>5.15</td><td>5.16</td></tr> <tr><td>Q2 2020/21</td><td>5.24</td><td>5.16</td></tr> </tbody> </table>	Quarter	Actual (FTE Days)	Target (FTE Days)	Q3 2018/19	5.16	5.16	Q4 2018/19	5.14	5.16	Q1 2019/20	5.11	5.16	Q2 2019/20	5.13	5.16	Q3 2019/20	5.11	5.16	Q4 2019/20	5.10	5.16	Q1 2020/21	5.15	5.16	Q2 2020/21	5.24	5.16	<p>The annual target relates to 0.66 days per FTE per month and 1.99 FTE per quarter. The departmental breakdown of sickness for Quarter two shows the following:</p> <p>Average Sick Days per FTE for the Chief Executive's Directorate is 1.68 which is below the 1.99 target</p> <p>Average Sick Days per FTE for the Resources Directorate is 1.35 which is below the 1.99 target.</p> <p>Average Sick Days per FTE for the People Directorate is 1.82 which is below target.</p> <p>Average Sick Days per FTE for the Place</p>
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Two Year Trend	Commentary
	<p>Directorate is 3.51 which is above the 1.99 target but an improvement on Quarter 1</p> <p>it should be noted that the Place department has a large manual workforce where sickness absence levels does tend to be higher. This trend is not just within Enfield Council and is typical within this workforce category.</p>





The following chart shows a breakdown in Sickness per month up to September across the Place Department. Sickness levels have increased in Environment & Ops following the outbreak of Covid-19. Front-line service workers are unable to work with Covid-19 symptoms and do not have the ability to work remotely if they are symptomatic. During Q2 several staff have reported sick due to Covid-19 related symptoms, shielding and anxiety. In this service there are a number of long-term cases.

Place Department

General Comments:

- The Place department has a significant manual workforce who are not able to work from home if required to self-isolate or exhibiting minor symptoms such as a sore throat. Covid-19 will therefore have had a disproportionate impact on the ability of this workforce to attend work.
- Manual workforces typically have higher levels of absence as the nature of the work is such that it puts an additional strain on the employee – physically demanding; outside in all weathers; greater consistent exposure to germs, rubbish, dirt etc.
- 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 Place.
- There are a number of cases where the absence has been prolonged or directly caused by the delay to non-urgent operations; standard outpatient care such as physiotherapy and pain management clinics; access to mental health services; delays in getting GP appointments and subsequent referrals.
- Within the manual workforce there is also a cohort of employees who are older and were therefore nationally identified as being at risk and recommended to work from home and/or shield during the first lockdown. With no option to work from home many of these employees in Place were unable to work at the peak of the pandemic. In liaison with HR and H&S, every effort was made to manage the risk and support the employees to return to work at the earliest available opportunity minimising the impact on the absence statistics.

- There are a couple of long-term absence cases due to cancer, the Council is committed to the Dying to work charter and manage these cases sensitively and in line with the charter and our principles

Interventions to ensure absence is proactively managed:

- The Senior HR Adviser attends a monthly sickness board with the relevant Director and Heads of Service to discuss absence cases and produce an action plan for all long-term absence cases, which is proving successful.
- Short-term absence is also reviewed and managers and HR work together to manage in line with the procedure, e.g. timely referral to occupational health, return to work meetings arranged promptly and formal stage meetings arranged in line with trigger levels.
- Support services are offered to staff such as access to physiotherapy to aid an early return to work, rather than long waiting times with NHS.
- Sickness levels in Property & Economy increased following the insourcing of cleaning, where a number of long-term sickness absence cases transferred to the Council. No records were provided that demonstrated that the cases had been managed through a process. These cases were identified as requiring effective absence management and managers have received proactive advice and support to manage these cases
- HR/Knowledge & Insight team providing regular absence reports including:
 - Information for the previous 12 months at org unit level so trends across teams could be identified and targeted support provided.
 - Identifying seasonal variations so interventions could be identified for future years.
 - Ability to chart attendance trend improvement and understand that whether initiatives were driving improvements or where further action was required.
 - Percentage of FTE days lost to sickness absence by Sickness Category & percentage of all FTE days lost to sickness absence by age band and term (long term / short term). This data was instrumental in enabling a more strategic approach, for example cases relating to stress and anxiety.

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

Two Year Trend							Commentary	
b) Accessible and efficient services							Context:	
Indicator	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21		Annual Target 2020/21	
	Value	Value	Value	Value	Value	Target		
CE 007 Customer Satisfaction: Webchat	76.3%	72.3%	70.7%	77.3%	84.4%	85.0%	85.0%	
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	89.8%	83.2%	82.3%	82.7%	82.1%	85%	85%	
GWH 002 Gateway Telephones - Answer Rate	85%	77.9%	91.3%	97.5%	94.3%	88%	88%	
GWH 003 Gateway Telephones - Average Wait Time	00h 04m 12s	00h 06m 41s	00h 02m 59s	00h 01m 34s	00h 01m 56s	00h 03m 00s	00h 03m 00s	
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	82.9%	89.17%	98.13%	99.53%	96.3%	90%	90%	

Gateway Telephones - Volume of Calls

Quarter	Volume of Calls	Target (Quarters)
Q3 2018/19	94,840	100,000
Q4 2018/19	99,567	100,000
Q1 2019/20	90,612	100,000
Q2 2019/20	92,344	100,000
Q3 2019/20	111,728	100,000
Q4 2019/20	106,39	100,000
Q1 2020/21	81,133	100,000
Q2 2020/21	98,10	100,000

Gateway Telephones - Answer Rate

Quarter	Answer Rate	Target (Quarters)
Q3 2018/19	89.6%	90%
Q4 2018/19	76.9%	90%
Q1 2019/20	77.7%	90%
Q2 2019/20	85%	90%
Q3 2019/20	77.9%	90%
Q4 2019/20	91.3%	90%
Q1 2020/21	97.3%	90%
Q2 2020/21	94.6%	90%

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 whether there are enough staff to meet the demand and the volume of telephone calls

In terms of Call Volumes there was an increase of 17000 calls between Quarter 1 and Quarter 2

The next three charts demonstrate the impact of the additional staff which were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20 and continued into the 2020/2021 financial Year.

The Answer Rate is now showing at 94.6% which is well above the 88% target

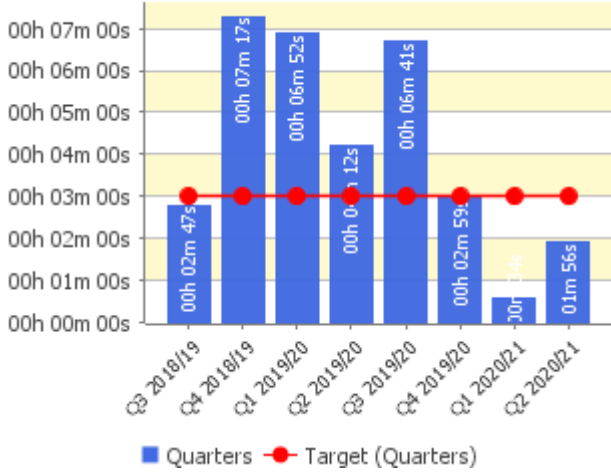
The Average Wait time is at 1 min 56 Seconds, well below the 3-minute target. 96.3% of all calls were answered within 5 minutes which again is well above the 90% Target

Customer Operations continues to achieve and surpass targets because, post-lockdown phase 1, maximum occupancy and social distancing restrictions have limited the number of officers that can be deployed to face-face, hence the spare capacity has been deployed to support webchat, Covid-19 and telephony tasks flexibly. This may undoubtedly change when those restrictions are lifted; especially with the recent breakthrough in the search for a vaccine.

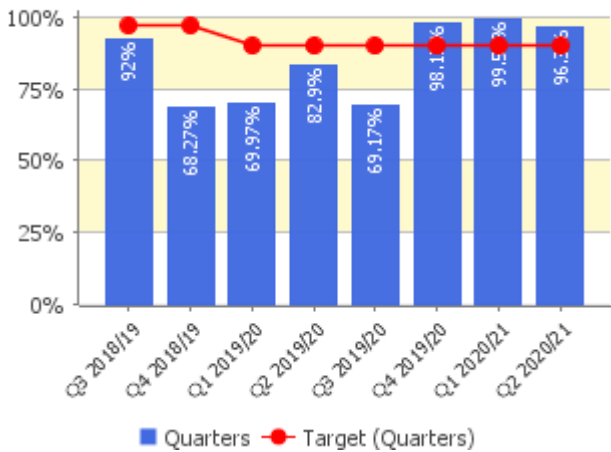
Customer Satisfaction with Web chat continues to increase and is now at 84.4%. There was a slight dip in August while new hub staff were in training. Nevertheless, there has been a marked increase from 75% in April to 84.6% in September. Including October's data, two of the

Two Year Trend

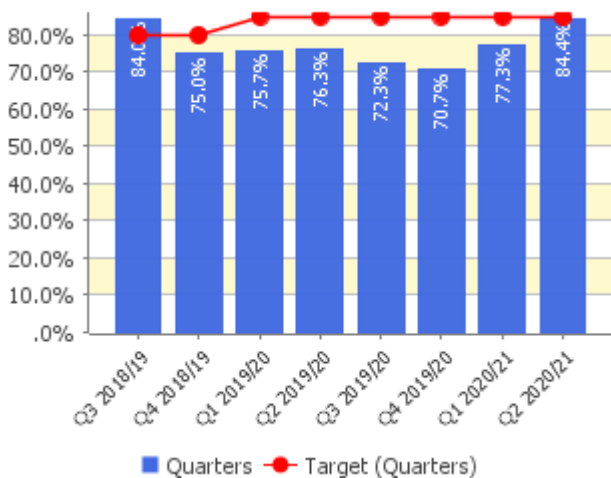
Gateway Telephones - Average Wait Time



Customer Services: % of Calls Answered Within 5 Minutes



Customer Satisfaction: Webchat



Commentary

past four months have been over the 85% target. It is expected that the trajectory will continue to be positive.

Webchat improvements

- Audit and feedback

In October changes were made to allow us to see the agent's name against the survey and to click directly on the URL to bring up the transcript. This saves us time and allows us to monitor more chats. Staff are also offering transcripts to customers, hence reducing repeat contacts and increasing satisfaction.

- Future plans

As part of the monitoring process, an audit log is in the pipeline to track the outcome of training and coaching and increase accountability.

Covid-19 Related Work

The contact centre has retained 10 additional fte in order to continue supporting the residual Covid-19 customer journeys from Lockdown Phase1 which have now become business as usual.

This work now includes the case management of Clinically Extremely Vulnerable (CEV) residents. Officers triage, signpost and make referrals to support resident experiencing, food poverty, financial hardship and social isolation as well as other interventions.

Waste Campaign

Customer Operations has recruited 6.5 fte to handle the excess demand anticipated from the Green Waste renewal campaign which is expected to span November 2020 to April 2021.