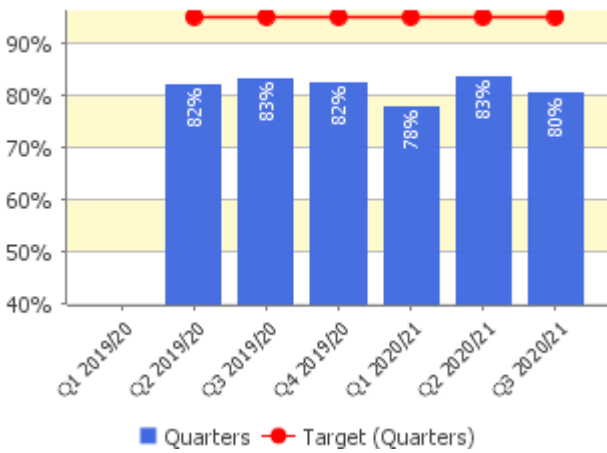


**Action Plan Subject: Complaints, FOI's and Complaints**  
**Lead Director: Director of Law and Governance**

**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 (October-December) Quarter 3 of the financial year

The figures show generally a 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, some of these resulted from large scale projects and consultations.

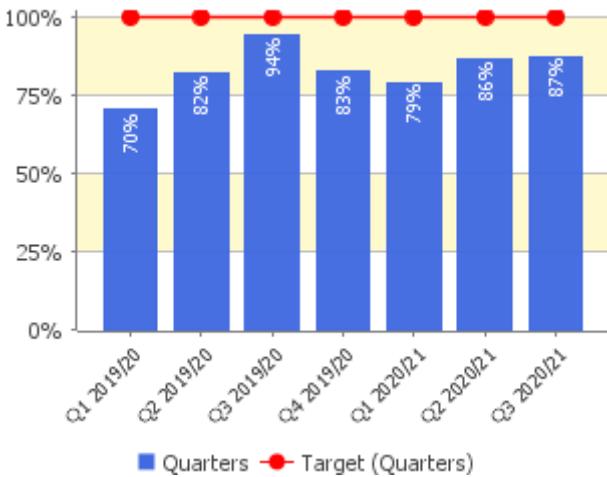
During Q3 the lockdown subsided so that teams were able to catch up and respond more timely to requests.

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

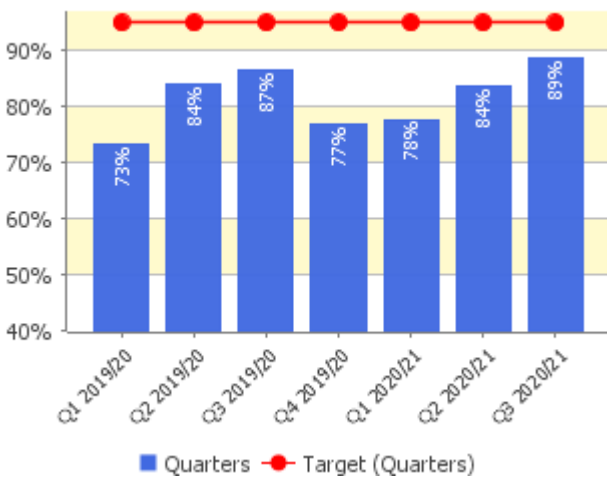
The team are continuing to work on new system and embed developments to enable better monitoring and working with New Heads of Services to ensure they understand their role and the role of the teams that will support and drive up performance.

**Summary**

**All Departments - FOIs answered within 20 days**



**All Departments - MEQs closed within 8 days**



**Initial reviews** are now at 80%, this shows an Decrease on Q2 of 3.3%. Performance is below the 95% target.

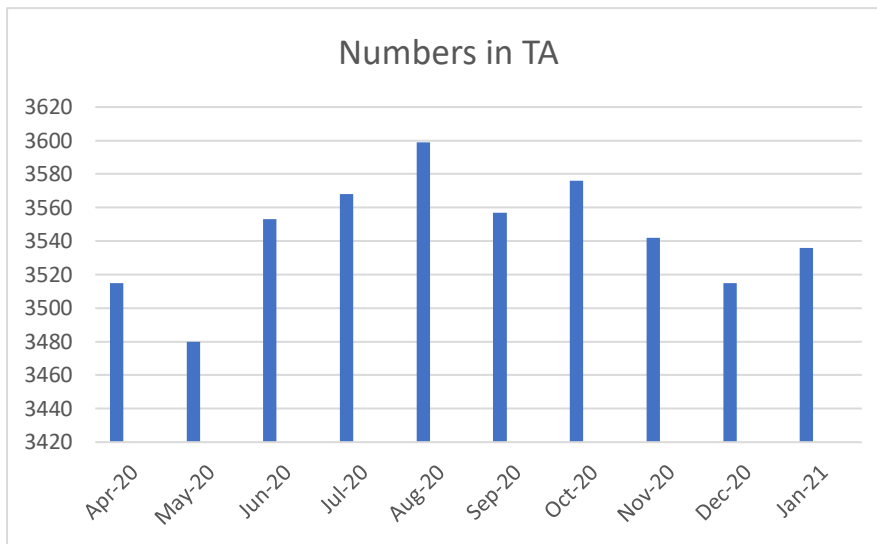
**FOIS:** For Quarter 2 for FOIs, performance was 87% below the 100% target. There is a slight increase on Quarter 2.

**MEQs:** Quarter 2 for MEQ's performance was 89% answered in 8 working days against a target of 95%. This is a 5% rise in performance from Quarter 2

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

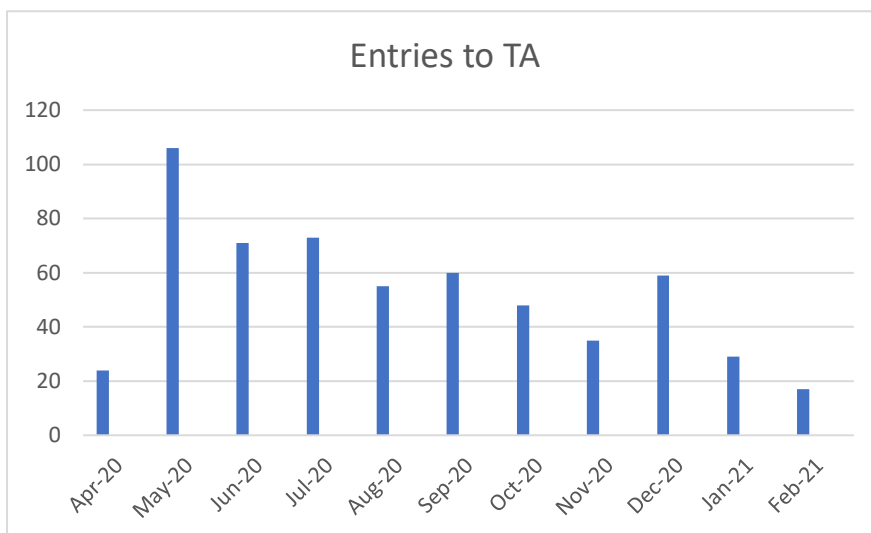
### Total Numbers

Total numbers in temporary accommodation have dropped slightly from their height in August 2020 but remain slightly higher than at the start of the year. This is due to the large intake of people into temporary accommodation during the first lockdown ('Everyone in Policy') and the difficulty in securing move on accommodation. The housing market has slowed significantly during the last year. Despite this numbers were reducing in the period until Christmas. January is traditionally the busiest time of year for the Service due to the number of relationship breakdowns over the holiday period. This is reflected in the increase in numbers during January. As Covid measures are progressively lifted we expect the market to slowly gather pace.



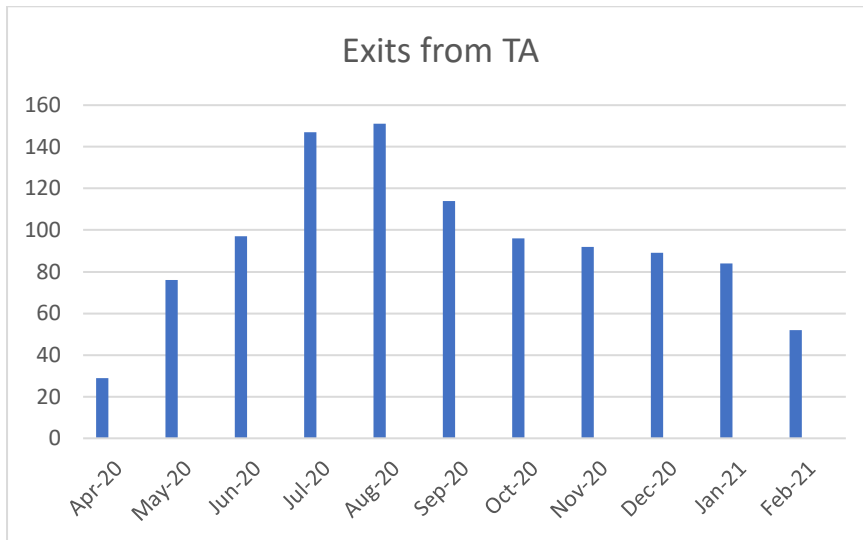
### TA Entrants

The launch of the Outreach Service has increased successful prevention activity from 41.2% in September to 66.1% in December. This is reflected in the numbers of households entering temporary accommodation. The Market Management Team have secured 618 PRS properties so far this year, of which 438 have been for prevention cases.



## TA Exits

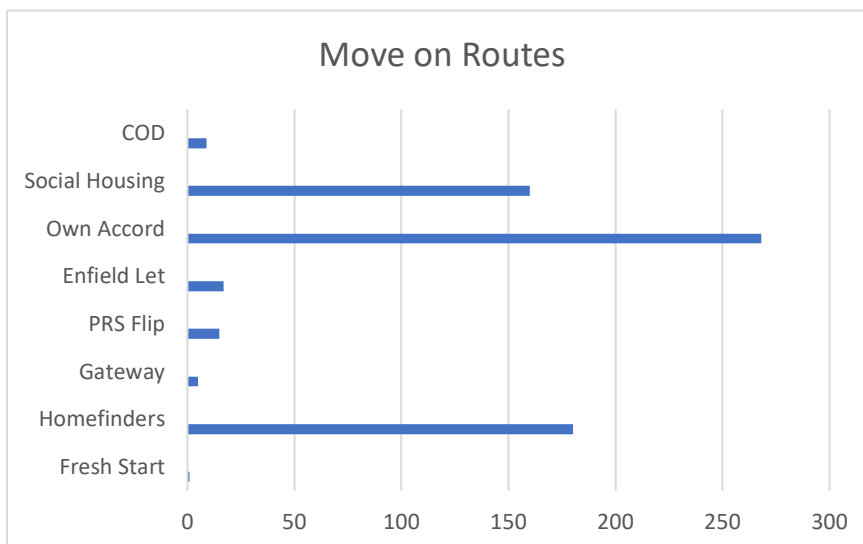
The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. We expect the number of exits to increase as the Covid restrictions are lifted and communications strategy for the allocations policy starts to filter through.



## Routes out of TA:

The majority of households leaving temporary accommodation have made their own arrangements. Social housing lets and our Homefinder scheme make up the bulk of the remainder. Cessation of Duty (COD) cases have been put on hold during the lockdown and this is reflected in the low numbers. There is a backlog of approximately 300 cases that will need to be addressed as we come out of the current lockdown. We are aware that this will be a sensitive issue and will need to be handled carefully to ensure the best possible outcome for residents.

The increased focus on prevention has meant that an increased number of properties have been procured in the PRS for people losing their home. In total the Market Management Team have secured 614 properties, of which 146 have been for people moving out of TA. These total figures are not reflected in the chart below.



### **Covid Emergency Accommodation Update**

In addition to the 30 rooms we have at Ramada Hotel in Finchley for rough sleepers we procured a further 30 rooms should emergency placements be required subject to the Severe Weather Emergency Protocol (SWEP). This is funded by the SWEP fund. Within this allocation of rooms, we have provided emergency accommodation for COVID symptomatic cases requiring self-isolation.

### **Transformation Programme Update**

The Leadership Team were appointed in October 2020. Recruitment immediately began on recruiting the managers and they are now largely in place. Recruitment is now underway to front line roles to end the dependence on agency staff. We anticipate that this will be largely complete by the end of April.

### **Outreach**

The Outreach Team cover all our prevention activities.

The new service Launched in October 2020 with a skeleton staff. Despite this successful prevention activities rose from 39.2% in September to 66.1% in December.

Work is underway to set up the Floating Support and early intervention teams. These will further increase the proportion of successful interventions.

### **Sustainable Housing**

The Team cover four key areas:

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

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

### **Market Management**

This team brings together the procurement and management of properties into a single team. The restructure will be substantially completed by the end of March and the remaining vacancies are being recruited to. This will include better management of our nightly paid portfolio to improve the quality of accommodation.

### **Future Pressures**

The impact of Covid cannot be underestimated. Increased pressures on emergency accommodation from relatively new client groups have meant that the number of entrants into TA has increase over the last 12 months.

As the lockdown measures are lifted, we expect to see a surge in new homelessness cases. Budget provision has been made for a 20% increase in cases. This will be particularly relevant for PRS evictions where landlords have been prevented from evicting their tenants. Data on court proceeding in Enfield from the Ministry of Justice suggest that there is a large backlog of eviction cases.

The chart below sets out how possession cases have fallen during Covid.



A surge plan is being developed to address the expected increase in approaches. The ban on evictions has been extended until the 21 May 2020 in line with the lifting of other Covid restrictions.

#### **Nine Point Plan**

The impact of Covid and successive lockdowns have impacted on our ability to deliver against the nine-point plan. This was drawn up at the end of the first lockdown. Our targets for 2020-21 are:

1. Reduce the flow of new occupants into TA from 60 per month to 20 by year end
  - 17 new entrants in February
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)
  - 151 to date
3. Procure additional PSL properties for Enfield Let achieving 66 by year end
  - 16 to date (started October)
4. Purchasing/developing 73 units of accommodation for Housing Gateway to accommodate rough sleepers using GLA funding by year end
  - 2 purchased to date (21 in pipeline)
5. Converting 50 nightly paid properties to assured shorthold tenancies by year end
  - 15 to date
6. Incentivising 98 residents to make their own arrangements to move out of temporary accommodation
  - 268 to date
7. Transfer 400 properties over to Enfield Let by the year end
  - 15 transferred to end of Feb
8. Maximise lets into affordable housing achieving 140 by year end

- 160 to end of Feb
9. Referring 177 people to the Single Homeless Prevention Service by year end
- 232 referrals to end of Feb

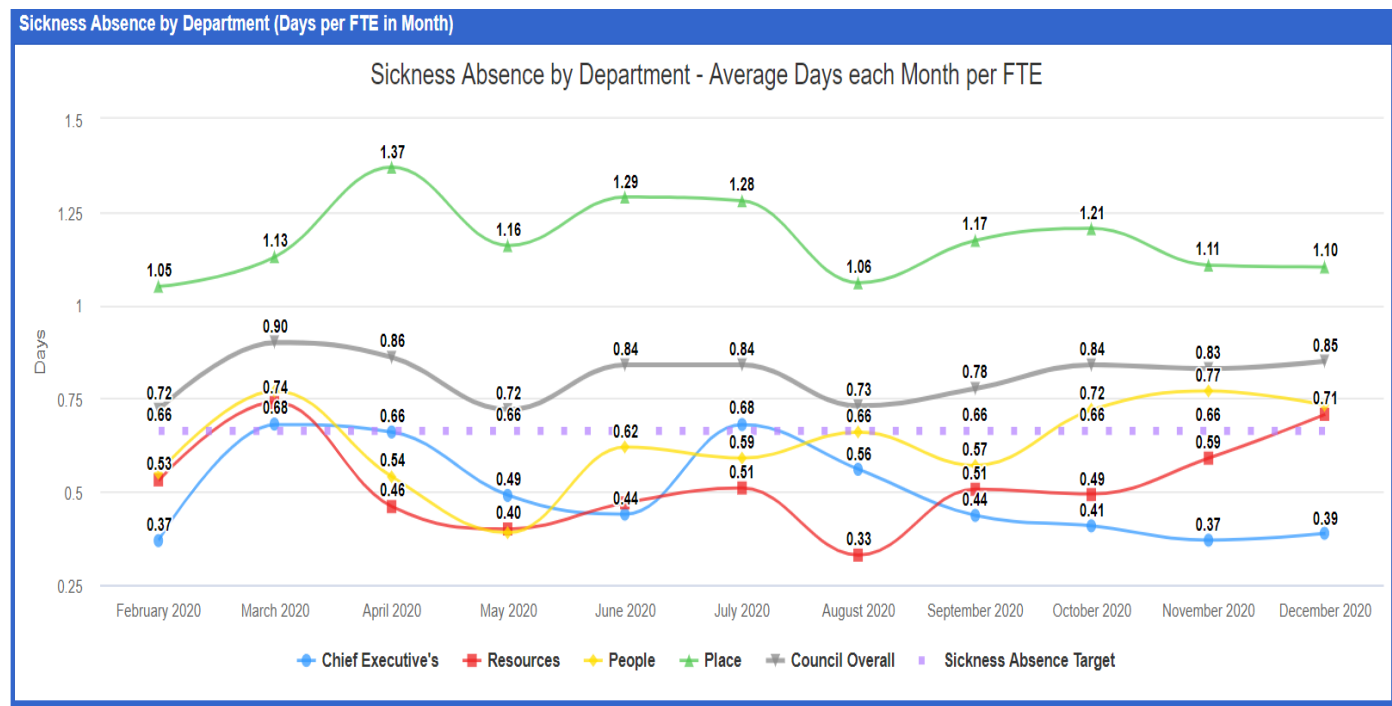
## Action Plan Subject: Sickness Absence

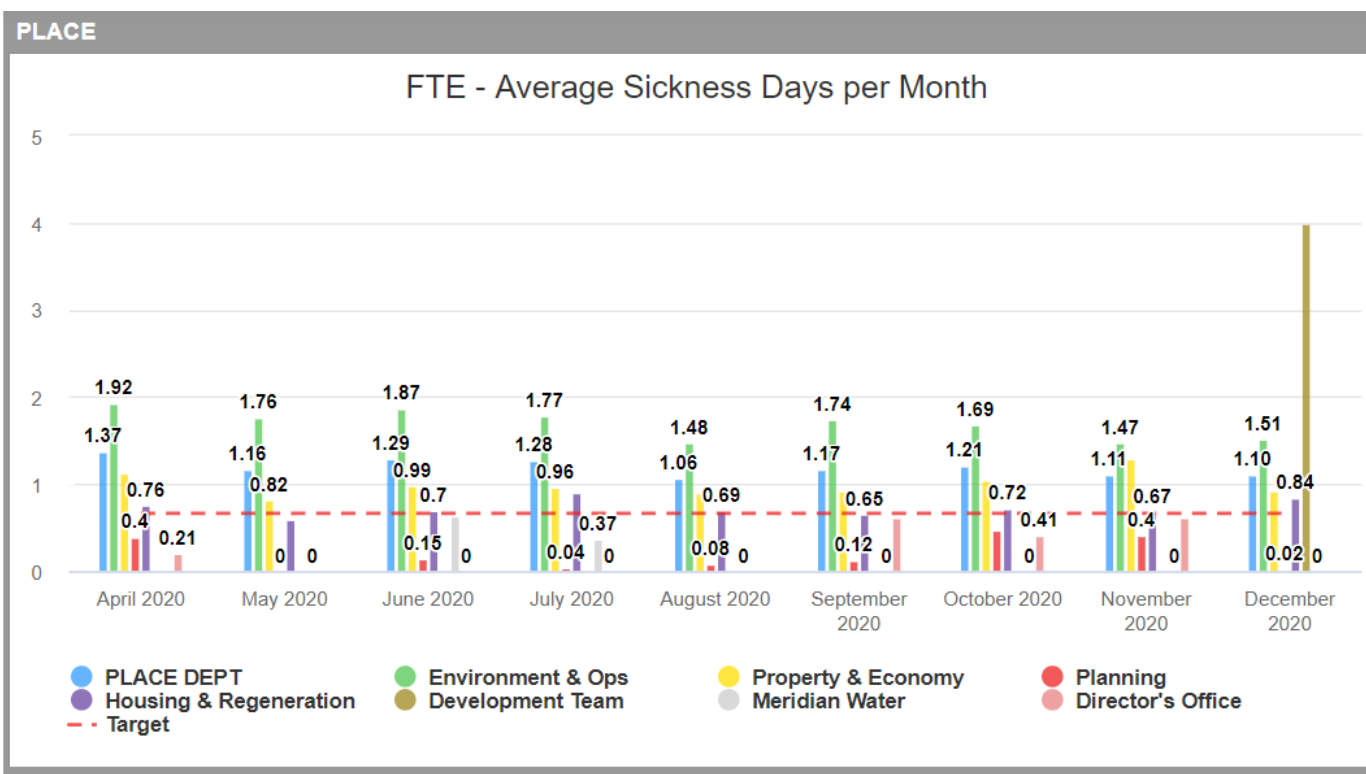
Lead Director: Director of Human Resources & Organisational Design

Two Year Trend	Commentary																								
<p><b>Average Sick Days - Council Staff (rolling 4 quarters)</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>9.03</td> <td>7.96</td> </tr> <tr> <td>Q2 2019/20</td> <td>9.08</td> <td>7.96</td> </tr> <tr> <td>Q3 2019/20</td> <td>9.99</td> <td>7.96</td> </tr> <tr> <td>Q4 2019/20</td> <td>9.99</td> <td>7.96</td> </tr> <tr> <td>Q1 2020/21</td> <td>9.27</td> <td>7.96</td> </tr> <tr> <td>Q2 2020/21</td> <td>9.47</td> <td>7.96</td> </tr> <tr> <td>Q3 2020/21</td> <td>9.75</td> <td>7.96</td> </tr> </tbody> </table>	Quarter	Average Sick Days	Target (Quarters)	Q1 2019/20	9.03	7.96	Q2 2019/20	9.08	7.96	Q3 2019/20	9.99	7.96	Q4 2019/20	9.99	7.96	Q1 2020/21	9.27	7.96	Q2 2020/21	9.47	7.96	Q3 2020/21	9.75	7.96	<p>Please note the following definitions for the purposes of this report.</p> <p><b>FTE:</b> Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p><b>Average FTE Days:</b> 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. 27% of Sickness in the October-December 2020 was related to Covid and as such understandably there is going to be an increase in sickness rates</p>
Quarter	Average Sick Days	Target (Quarters)																							
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<p><b>Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <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> <tr> <td>Q3 2020/21</td> <td>3.18</td> <td>2.96</td> </tr> </tbody> </table>	Quarter	Average Sick Days	Target (Quarters)	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	Q3 2020/21	3.18	2.96	<p>Compared to the same period last year sickness levels are lower in the CEX and Resources Department and higher in the Place and People Department.</p> <p>The rolling 8 quarters for sickness absence up to Quarter 3 (October – December 2020 is in the chart on the left-hand side. Current Council wide performance is above target with 9.75 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><b>Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>5.91</td> <td>5.26</td> </tr> <tr> <td>Q2 2019/20</td> <td>5.93</td> <td>5.26</td> </tr> <tr> <td>Q3 2019/20</td> <td>5.51</td> <td>5.26</td> </tr> <tr> <td>Q4 2019/20</td> <td>5.50</td> <td>5.26</td> </tr> <tr> <td>Q1 2020/21</td> <td>5.95</td> <td>5.26</td> </tr> <tr> <td>Q2 2020/21</td> <td>6.24</td> <td>5.26</td> </tr> <tr> <td>Q3 2020/21</td> <td>6.56</td> <td>5.26</td> </tr> </tbody> </table>	Quarter	Average Sick Days	Target (Quarters)	Q1 2019/20	5.91	5.26	Q2 2019/20	5.93	5.26	Q3 2019/20	5.51	5.26	Q4 2019/20	5.50	5.26	Q1 2020/21	5.95	5.26	Q2 2020/21	6.24	5.26	Q3 2020/21	6.56	5.26	<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 Three shows the following:</p> <p>Average Sick Days per FTE for the <b>Chief Executive's Directorate</b> is 1.17 which is below the 1.99 target</p> <p>Average Sick Days per FTE for the <b>Resources Directorate</b> is 1.79 which is below the 1.99 target.</p> <p>Average Sick Days per FTE for the <b>People Directorate</b> is 2.22 which is above target.</p>
Quarter	Average Sick Days	Target (Quarters)																							
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Two Year Trend	Commentary
	<p>Average Sick Days per FTE for the <b>Place Directorate</b> is 3.42 which is above the 1.99 target but an improvement on Quarter 1 and 3</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 above chart shows a breakdown in Sickness per month up to December across the Place Department. Overall the Place Directorate has seen a decrease in absence since April 2020 despite the continuing pressures of Covid-19 and the disproportionate impact this has on front line services who are not able to work remotely even if asymptomatic. The continued close partnership between HR and the management & leadership team across Place has contributed to this improved performance.

## Place Department

### General Comments:

- 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.

- Where there are long-term absence cases the Council is committed to the Dying to work Charter and manages cases that fall under this 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.
- Actively engaging and working with our Occupational Health provider to progress ill health retirement requests in a timely manner despite the challenges of having to make such significant decisions remotely.

### **People Directorate**

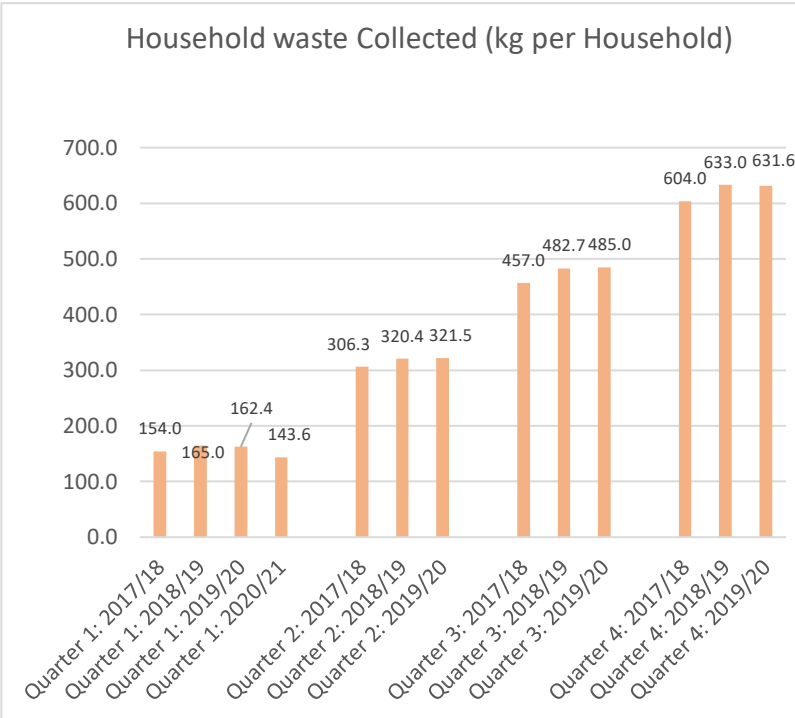
Sickness absence is monitored on a regular basis. The Directorate acknowledges the slight increase in sickness levels due to the transfer of IWE back in-house.

There are robust plans in place to address the overall absence levels across departments.

The HR Team meet regularly with Directors and Head of services to address not only sickness absence but other issues across the teams.

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

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

Two Year Trend	Commentary																												
<p><u>Background</u></p> <p>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.</p> <p>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.</p> <p>NI191 and NI192 data published through Waste Data Flow forms part of the Councils corporate key performance indicators and is monitored on a quarterly basis.</p> <p><b>Graph 1 – NI 191</b></p>  <table border="1"> <caption>Household waste Collected (kg per Household)</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg per Household)</th> </tr> </thead> <tbody> <tr><td>Quarter 1: 2017/18</td><td>154.0</td></tr> <tr><td>Quarter 1: 2018/19</td><td>165.0</td></tr> <tr><td>Quarter 1: 2019/20</td><td>162.4</td></tr> <tr><td>Quarter 1: 2020/21</td><td>143.6</td></tr> <tr><td>Quarter 2: 2017/18</td><td>306.3</td></tr> <tr><td>Quarter 2: 2018/19</td><td>320.4</td></tr> <tr><td>Quarter 2: 2019/20</td><td>321.5</td></tr> <tr><td>Quarter 3: 2017/18</td><td>457.0</td></tr> <tr><td>Quarter 3: 2018/19</td><td>482.7</td></tr> <tr><td>Quarter 3: 2019/20</td><td>485.0</td></tr> <tr><td>Quarter 4: 2017/18</td><td>604.0</td></tr> <tr><td>Quarter 4: 2018/19</td><td>633.0</td></tr> <tr><td>Quarter 4: 2019/20</td><td>631.6</td></tr> </tbody> </table>	Quarter	Value (kg per Household)	Quarter 1: 2017/18	154.0	Quarter 1: 2018/19	165.0	Quarter 1: 2019/20	162.4	Quarter 1: 2020/21	143.6	Quarter 2: 2017/18	306.3	Quarter 2: 2018/19	320.4	Quarter 2: 2019/20	321.5	Quarter 3: 2017/18	457.0	Quarter 3: 2018/19	482.7	Quarter 3: 2019/20	485.0	Quarter 4: 2017/18	604.0	Quarter 4: 2018/19	633.0	Quarter 4: 2019/20	631.6	<p>More recently, the Waste Implementation Board (WIB) has oversight and governance the changes made to the waste and recycling service completing with fortnightly collections starting March 2020. This includes scrutiny of the overall performance.</p> <p><u>Current Performance</u></p> <p>The most recent available data is quarter 1 (1 April 2020 to 31 June 2020)</p> <p>Graph 1 shows household waste collected per kg per household – NI 191</p> <p>Graph 2 shows the percentage of household waste sent for reuse and recycling and composting – NI 192</p> <p>Whilst most areas saw an increase in residual waste due to Covid, the closure of Barrowell Green Reuse and Recycling Centre during the first quarter of 2020 mainly impacted on the amount of residual waste generated. This meant household waste collected per kilogram per household for Q1 (2020/21) showed a reduction from 162 per kilogram per household to 143 per kilogram per household.</p> <p>The closure of Barrowell Green Reuse and Recycling Centre due to Covid also meant no recycling was collected from the site. This has had impacted on household recycling performance. This meant the percentage of household waste sent for reuse and recycling and composting was 34.6 percent which is a slight reduction compared to the previous year (35.1 percent)</p> <p><b>On-going Action Plan</b></p> <p>As a result of budget pressures and a year on year decline of recycling</p>
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**Graph 2 – NI 192**

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



performance major service changes were implemented.

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

On 2 March 2020, the second phase of the service changes were implemented. 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 weeks.

Additionally, investment has been put into communications (£100k per annum) and two additional resident engagement officers have been created to support these changes.

The plan is that once the physical/operational changes are embedded (normally 3-6 months e.g. June to Sept 2020) a series of behavioural 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 the subsequent impact from lockdown on 23<sup>rd</sup> 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.

As a result, behavioural engagement and communications has been delayed.

The introduction of alternate weekly collections of refuse and dry recycling supported with education will result in

	<p>resident behavioural change and consequently will improve recycling performance; likely to be seen in 2021/22 as the country return to a new normality.</p> <p>Additionally, All London Boroughs were required to produce 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 in line with the London Mayor's Environment Strategy.</p> <p>Key measures include working with businesses to reduce single use plastics and developing a strategy for improving recycling on estates and flats.</p> <p>Work on achieving the objectives detailed within the RRP has begun and will continue until 2022.</p> <p><b>Timescale for Improvement</b></p> <p>Improvement is expected to take place as Covid restriction are removed. We will then be in a position to launch the resident engagement work.</p> <p>The annual % of recycling NI192 figure will likely take longer to see an improvement due to the impact of Covid-19 on 2020/21 (quarters 1, 2, 3 and 4). It is anticipated that the positive impact expected in 2020/21 will be delayed until late 2021/22.</p> <p>We must be conscious that, like many other industries, as we come out of Covid-19 many more people are and will remain working from home.</p> <p>This 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.</p>
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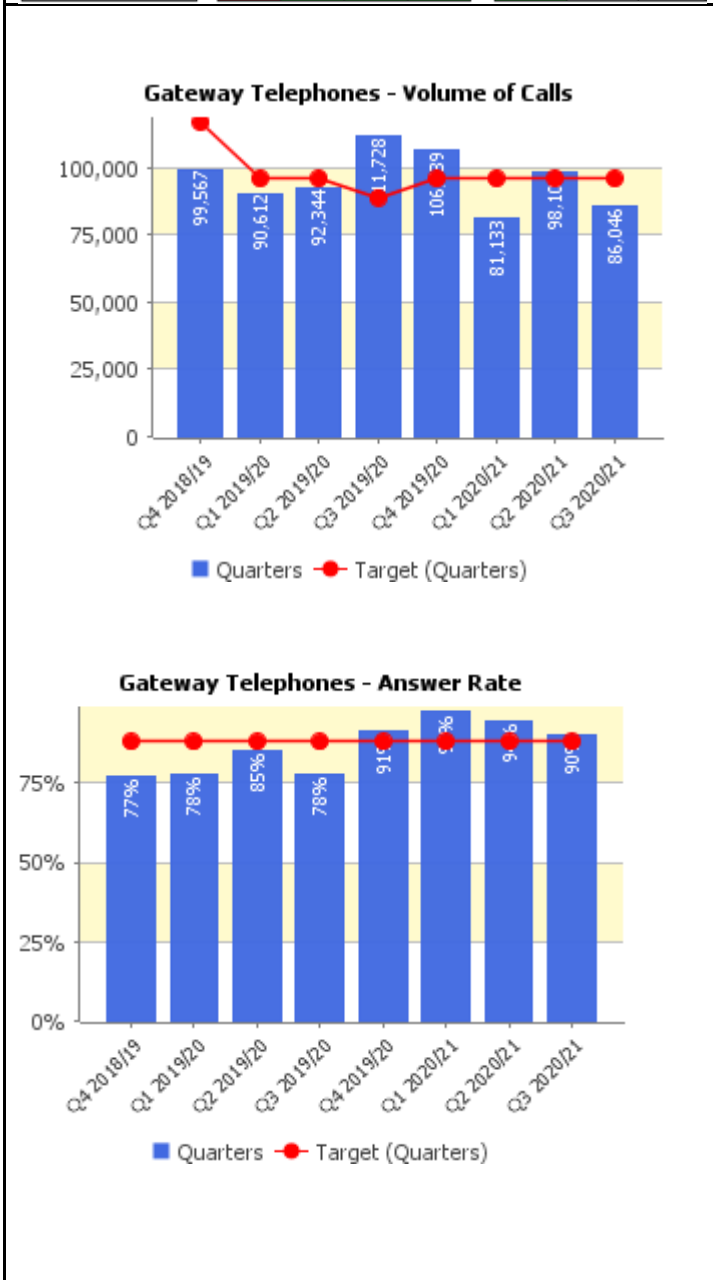
**Action Plan Subject: Telephony and Customer Services**  
**Lead Director: Executive Director Resources**

Two Year Trend					Commentary		
Indicator	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Target	Annual Target 2020/21
	Value	Value	Value	Value	Value		
CE 007 Customer Satisfaction - Webchat	72.3%	70.7%	77.3%	84.4%	86.8%	85.0%	85.0%
CE 009a Customer Satisfaction - Telephone Advisor 'Professional' Rating	83.2%	82.3%	82.7%	82.1%	84.3%	85%	85%
GWH 002 Gateway Telephones - Answer Rate	77.5%	91.3%	91.3%	94.3%	99.7%	88%	88%
GWH 003 Gateway Telephones - Average Wait Time	00h 03m 41s	00h 02m 55s	00h 02m 34s	00h 02m 55s	00h 03m 42s	00h 03m 00s	00h 03m 00s
GWH 014b Customer Services - % of Calls Answered Within 5 Minutes	83.17%	98.13%	99.53%	96.2%	94.77%	90%	90%

**Context:**  
 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 a decrease of 12000 calls between Quarter 2 and Quarter 3 following the seasonal pattern.



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 90% which is well above the 88% target

94.7% of all calls were answered within 5 minutes which again is well above the 90% Target

Customer Satisfaction with Web chat continues to increase and is now at 86.8%.

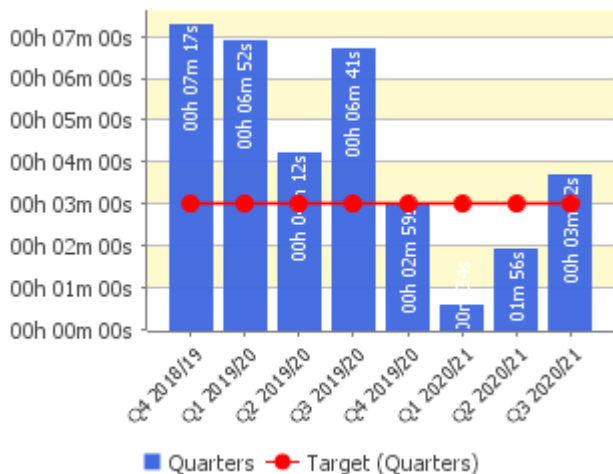
The area where there has been a reduction in performance is around average wait times. The Average Wait time is at 3 min 42 Seconds, which is above the 3-minute target. (The YTD average is at 2min 19seconds well within the target).

Average waiting times typically correlate with the average handling times (AHT) per workstream or transaction time. Council Housing AHT is roughly 12 minutes when compared with Homelessness and General Enquiries which have 7 and five-minute AHT respectively. Whenever calls exceed the AHT because of complexity or other issues, the waiting times will be impacted. Recently, since the last quarter of 20/21, frontline officers have reported that AHT especially for Council Housing is getting longer as residents are beginning to share their Covid-19 related challenges during calls meant for reporting their repair issues.. This has impacted performance. In means of comparison  
 Q3 Council Housing Avg Wait Time = 9m 37s,

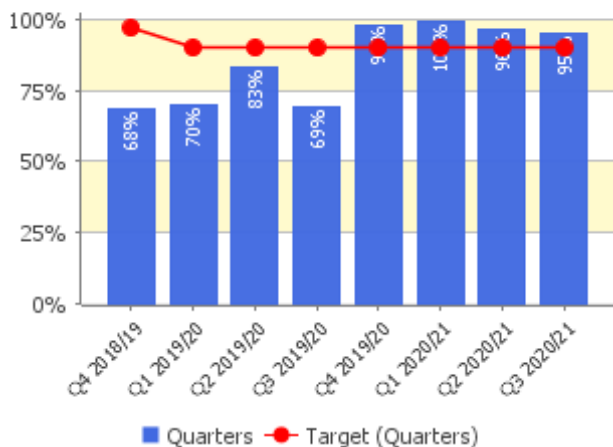


**Two Year Trend**

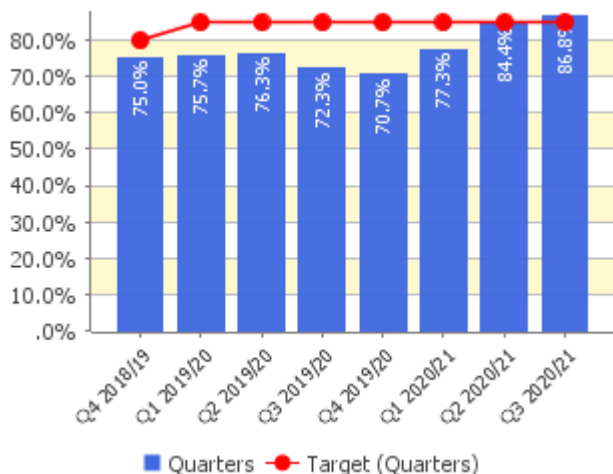
**Gateway Telephones - Average Wait Time**



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



**Customer Satisfaction: Webchat**



**Commentary**

Q3 Homelessness /Temp Accommodation: Avg Wait Time = 3m 38s,  
Q3 General Enquiry Avg Wait Time = 0m 59s

Customer Operations also continues to deliver:

**Covid-19 Related Support Work**

Following the lockdown period in July 2020, Customer Operation set up a dedicated line via the contact centre (#1000 Option 7) as a business as usual solution for residents who continued to experience various forms of hardship which were highlighted quite vividly during lockdown. Residents calling this line are offered a variety of interventions ranging from food support to financial hardship intervention.

This service has seen a high take-up rate amongst residents and serves as a vital boost to our early intervention aspirations. Residents in need of food are referred to our foodbanks, those experiencing financial hardship are considered for benefits maximisation and those experiencing social isolation are referred to one of our partner voluntary sector organisation for befriending.

**Isolation Payments:**

Customer Services team supported with the resolution of this project assisting the Financial Assessment Team with completing Isolation Payment application forms. Contact Centre staff helped eliminate non-eligible applications by checking customers meet the required criteria.

**Clinically Extremely Vulnerable outbound calling:**

- 10,000 total attempts
- 8,564 successful contacts
- 1,436 unreachable (repeat calls being made)
- Currently in talks with Business Rates for further assistance with Local Restriction Support Grants and Discretionary Grants
- LBE has received additional CEV cohorts totalling 12,700 who will be contacted by customer operations officers to offer support.

**Waste Campaign**

Waste Campaign

- PGW renewals campaign started mid-January 2021. We have reached out to approximately 32000 garden waste subscribers via emails and letters.
- Approximately 11000 residents have renewed their subscription already

Two Year Trend	Commentary
	<ul style="list-style-type: none"> <li>• Web pages have been updated for online Renewal subscription of garden waste</li> <li>• New IVR has been put in place to take automated payments for renewals. Residents can also make payments at Pay points by cash or card</li> <li>• Scripts have been updated on current Lagan CRM systems – and customer services advisors, when needed, are helping customers with renewal subscription by taking payments</li> </ul>