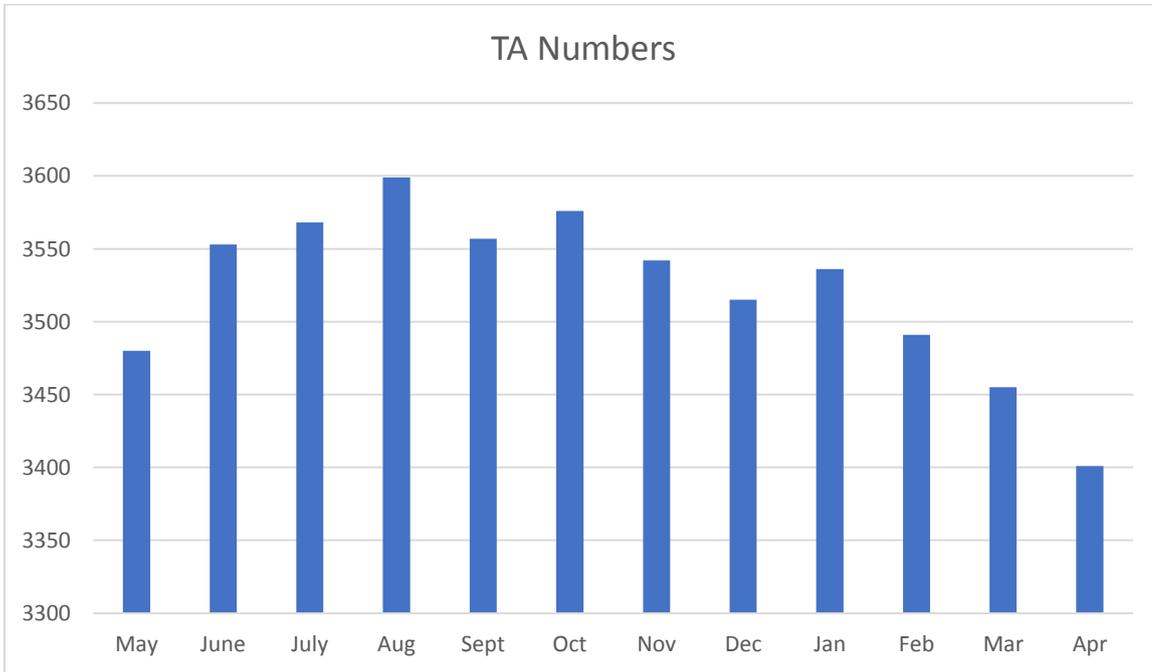


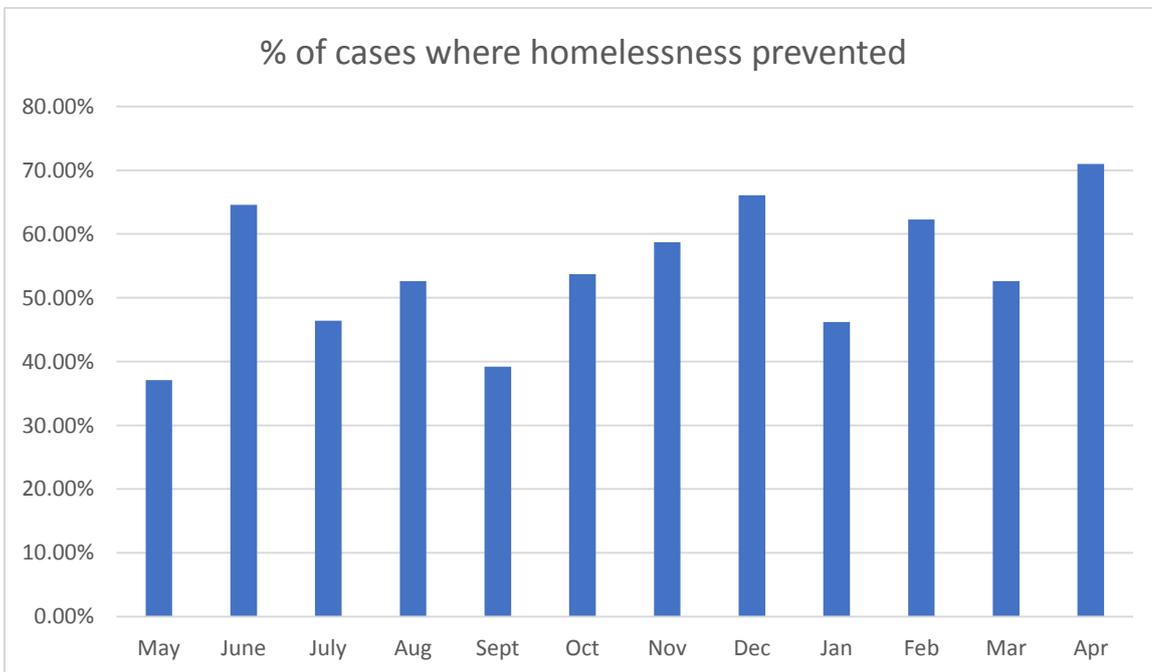
Action Plan Subject: Temporary Accommodation
Lead Director: Executive Director Place

Total Numbers

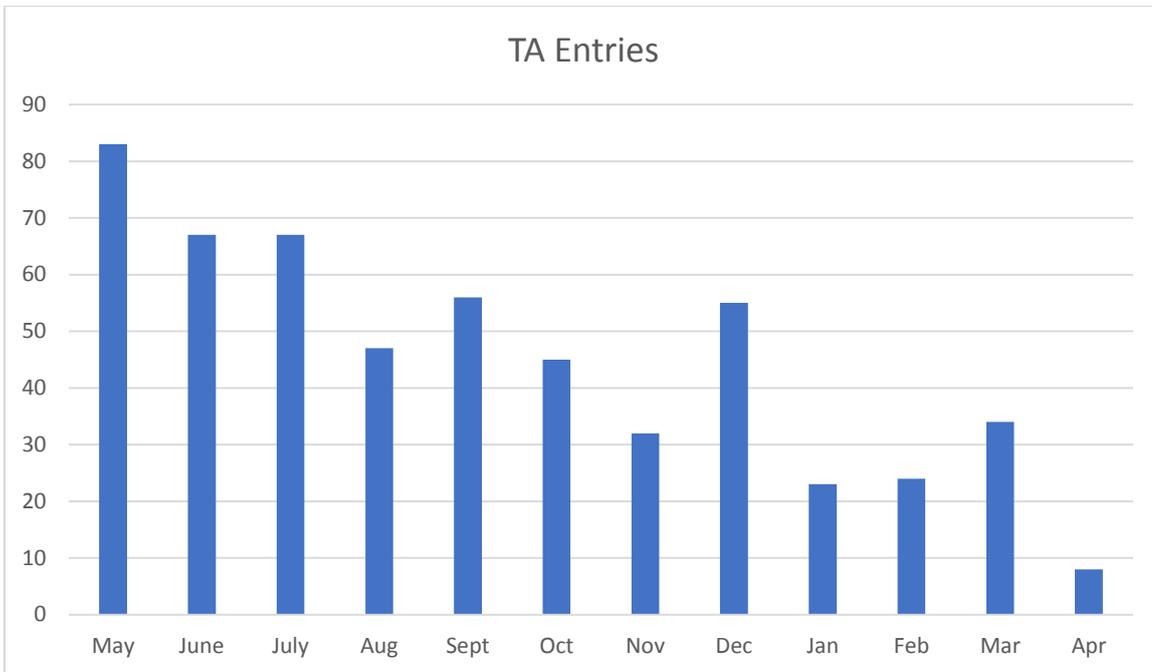
Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3400. We expect this trend to accelerate over the next few months.



TA Prevention

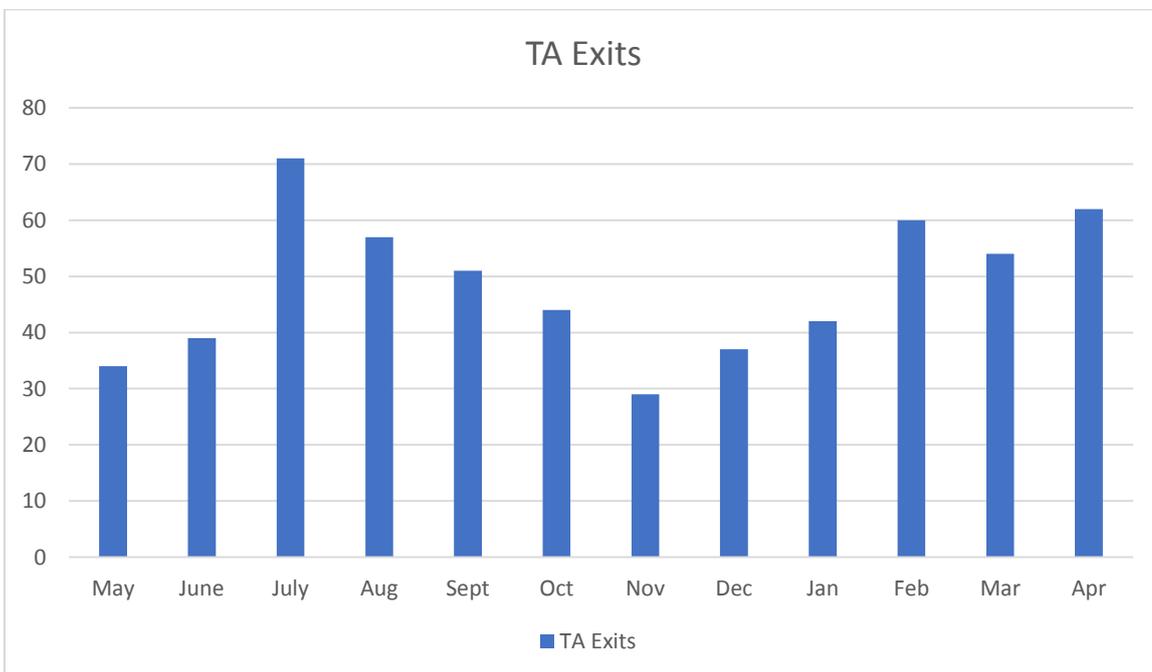


The launch of the Outreach Service has increased successful prevention activity from 41.2% in September to 70% in April. This is reflected in the reduced numbers of households entering temporary accommodation.



TA Exits

The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. As the Covid restrictions are lifted the numbers of people leaving temporary accommodation are increasing. The Sustainable Housing Team is working with residents to assist them in securing privately rented accommodation, using the Allocations Scheme and 'Find Your Own Home' to incentivise people to move. This trend will also accelerate as we increasingly discharge our duty through offers of privately rented and social housing.



Covid Emergency Accommodation Update

The funding for Everyone In is ending at the end of June 2021. We have secured money for move on accommodation from the GLA for 72 units and we are now in the process of purchasing these properties. We have 128 people still in emergency accommodation and are working to ensure that everyone is made an offer of move on accommodation before the end of June.

No Recourse to Public Funds

When the Covid restrictions are lifted we will cease to be able to offer support to people with no recourse to public funds. We have managed to successfully resolve the immigration status of the majority of people who we accommodated as part of Everyone In and now have a residual cohort of 26 people in emergency accommodation. We have arranged for each person to be assessed under the Care Act and have offered voluntary repatriation. We are now issuing notices to quit which will come into force on June 21 when the public health emergency ends. We are working with charity partners to mobilise support.

Transformation Programme Update

The Leadership Team were appointed in October 2020. Recruitment immediately began for the managers and they are now all in place. Recruitment is now being completed to front line roles to end the dependence on agency staff although staff grades in relation to the local market are such that we anticipate ongoing turnover – we are therefore considering a career grade structure to enable us to grow and retain a greater proportion of staff for a longer period.

Outreach

The Outreach Team cover all our prevention activities.

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

Work is underway to set up the Floating Support Team. Agreement has been reached with Adult Social Care for the Riverside staff to be colocated with the new team to enable a more coordinated approach to floating support. The Early Intervention Team Manager has been appointed and recruitment will shortly begin for a researcher. 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 being completed for the front-line staff.

Market Management

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

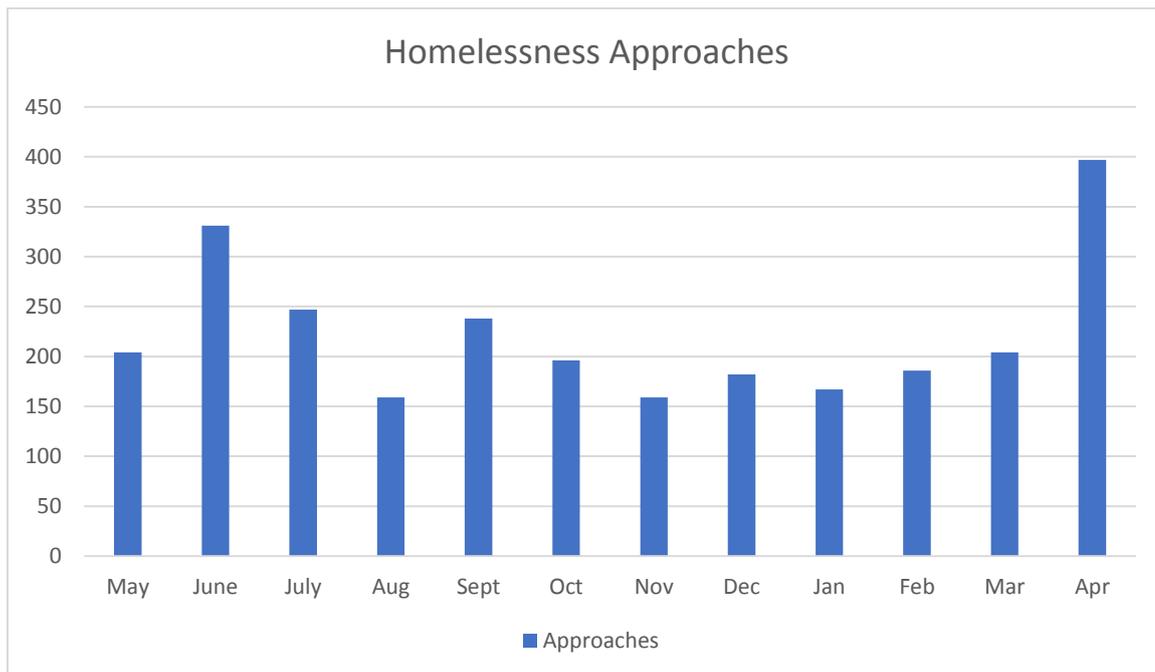
Future Pressures

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

As the lockdown measures are lifted, we are seeing an increase in the number of people approaching us for help. Budget provision has been made for a 20% increase in cases. This will be particularly relevant for PRS evictions where landlords have been prevented from evicting their tenants.

The number of new cases rose dramatically in April and we expect further rises as the restrictions on evictions are lifted. 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. Although the

number of new cases nearly doubled in April the number of households entering emergency accommodation is now at a historic low.



Twelve Point Plan

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

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

Two Year Trend						Commentary	
Indicator	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21		
	Value	Value	Value	Value	Value	Target	
CE 007 Customer Satisfaction: Webchat	70.7%	77.3%	84.4%	86.8%	86.1%	85.0%	
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.3%	82.7%	82.1%	84.3%	86.4%	85%	
GIWH 002 Gateway Telephones - Answer Rate	91%	92%	94%	90%	90%	88%	
GIWH 003 Gateway Telephones - Average Wait Time	00h 02m 59s	00h 03m 34s	00h 01m 56s	00h 03m 42s	00h 03m 21s	00h 03m 00s	
GIWH 014b Customer Services: % of Calls Answered Within 5 Minutes	93%	100%	96%	95%	93%	90%	

Gateway Telephones - Volume of Calls

Quarter	Volume of Calls
Q1 2019/20	90,612
Q2 2019/20	92,344
Q3 2019/20	111,728
Q4 2019/20	106,39
Q1 2020/21	81,133
Q2 2020/21	98,110
Q3 2020/21	86,046
Q4 2020/21	89,661

Gateway Telephones - Answer Rate

Quarter	Answer Rate
Q1 2019/20	78%
Q2 2019/20	85%
Q3 2019/20	78%
Q4 2019/20	91%
Q1 2020/21	93%
Q2 2020/21	90%
Q3 2020/21	90%
Q4 2020/21	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 increase of 3000 calls between Quarter 3 and Quarter 4.

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

93% of all calls were answered within 5 minutes which again is well above the 90% Target

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

The area where there has been a reduction in performance is around average wait times. The Average Wait time is at 3 min 31 Seconds, which is above the 3-minute target although a slight improvement on Quarter 3

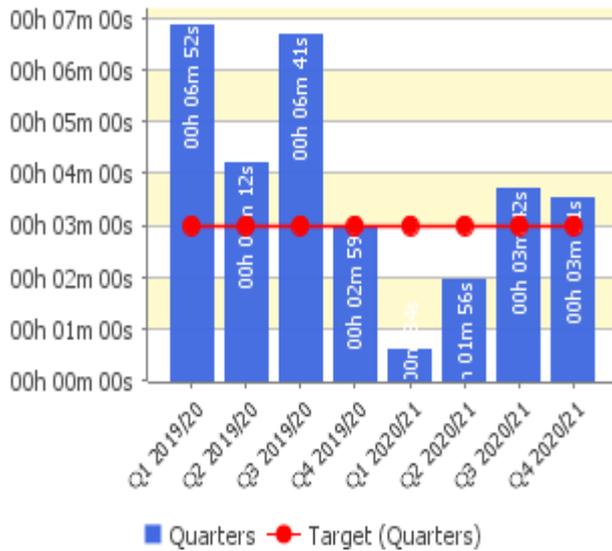
Average waiting times (AWT) typically correlate with the average handling times (AHT) per workstream or transaction time.

AWT has fallen for Council Housing but has increased for Community Housing, resulting nevertheless in a fall in AWT overall.

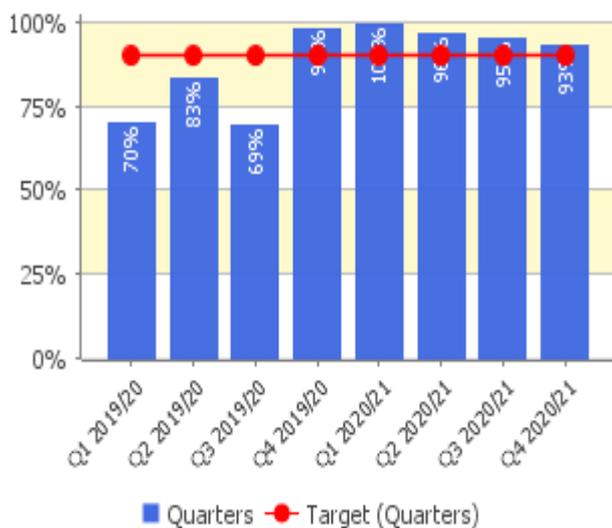
Two Year Trend

Commentary

Gateway Telephones - Average Wait Time



Customer Services: % of Calls Answered Within 5 Minutes



Council Housing (ECH):

- Call volumes are down as better weather arrived
- Cross training of staff from General to join ECH has improved staffing cover as training is embedded
- Repairs are now done in house by Enfield Repairs Direct leading to a fall in repeat calls for missed appointments
- Initiatives involving collaboration with back office have led to higher staffing levels of our Neighbourhood Team

Community Housing

- 2 experienced staff left
- Pulled an additional 2 staff from F2F to be trained to replace staff that left which will initially impact wait times. Anticipate benefits to show next quarter
- An option was added to the IVR so some calls can go to the Homeless Team which will further assist in achieving targets

Customer Operations also continues to deliver:

Covid-19 Related Support Work

The Community Support Line which is accessible via the contact centreline #1000 (Option 7) recorded 4337 calls in Quarter 4 20/21. It is anticipated that levels will drop as restrictions ease. Additionally, demand has reduced since April because the outbound calls to Clinically Extremely Vulnerable residents have ceased.

Waste Campaign

Two Year Trend	Commentary																											
<p style="text-align: center;">Customer Satisfaction: Webchat</p> <p>The chart displays quarterly customer satisfaction percentages for webchat from Q1 2019/20 to Q4 2020/21. The y-axis represents the percentage from 0.0% to 80.0%. The x-axis lists the quarters. A red line with circular markers indicates the target satisfaction level, which is consistently around 84.4% across all quarters. The actual satisfaction percentages are shown as blue bars with values ranging from 70.7% to 86.1%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Satisfaction (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>75.7%</td> <td>84.4%</td> </tr> <tr> <td>Q2 2019/20</td> <td>76.3%</td> <td>84.4%</td> </tr> <tr> <td>Q3 2019/20</td> <td>72.3%</td> <td>84.4%</td> </tr> <tr> <td>Q4 2019/20</td> <td>70.7%</td> <td>84.4%</td> </tr> <tr> <td>Q1 2020/21</td> <td>77.3%</td> <td>84.4%</td> </tr> <tr> <td>Q2 2020/21</td> <td>84.4%</td> <td>84.4%</td> </tr> <tr> <td>Q3 2020/21</td> <td>86.8%</td> <td>84.4%</td> </tr> <tr> <td>Q4 2020/21</td> <td>86.1%</td> <td>84.4%</td> </tr> </tbody> </table>	Quarter	Actual Satisfaction (%)	Target (%)	Q1 2019/20	75.7%	84.4%	Q2 2019/20	76.3%	84.4%	Q3 2019/20	72.3%	84.4%	Q4 2019/20	70.7%	84.4%	Q1 2020/21	77.3%	84.4%	Q2 2020/21	84.4%	84.4%	Q3 2020/21	86.8%	84.4%	Q4 2020/21	86.1%	84.4%	<ul style="list-style-type: none"> • PGW renewals campaign started mid-January 2021 and ran smoothly. We have reached out to approximately 32,000 garden waste subscribers via emails and letters. • Approximately 26,500 residents have renewed their subscription
Quarter	Actual Satisfaction (%)	Target (%)																										
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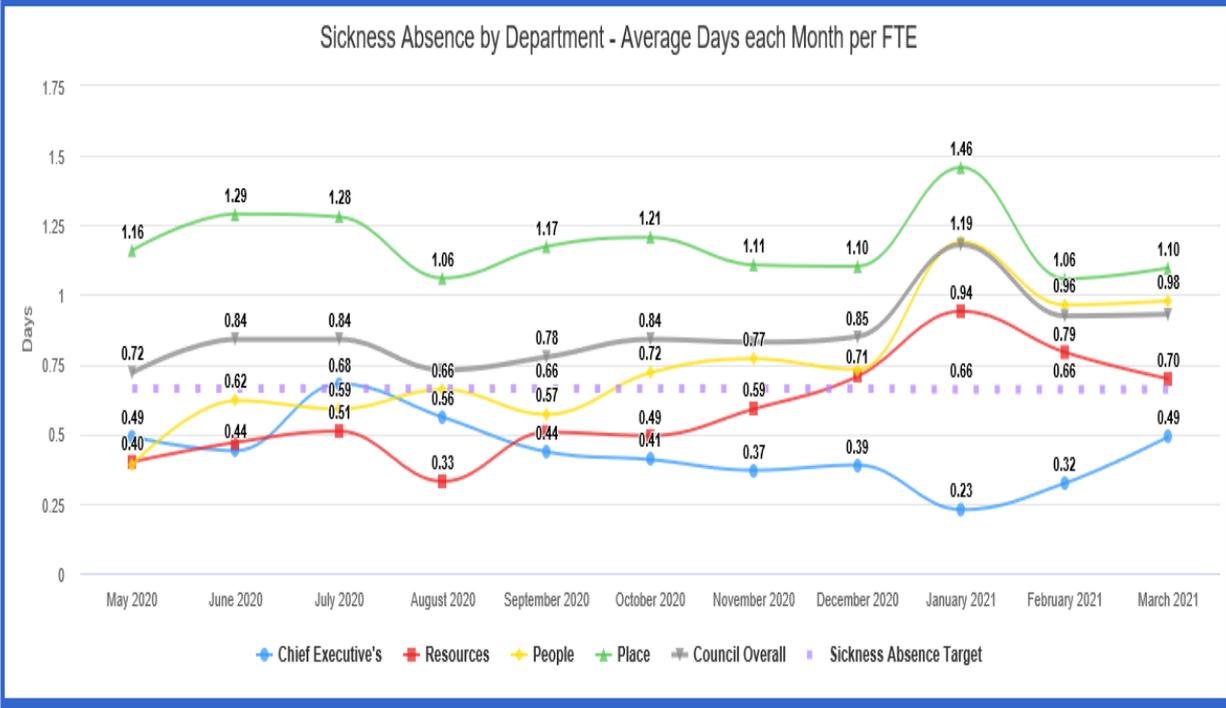
Action Plan Subject: Sickness Absence

Lead Director: Director of Human Resources & Organisational Design

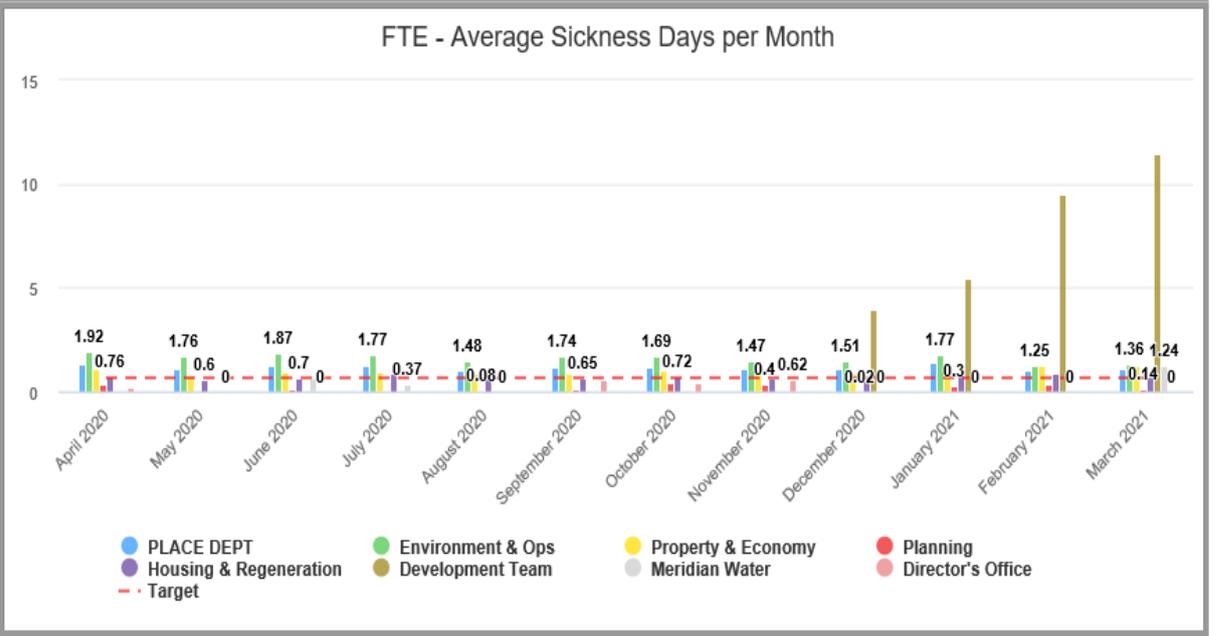
Two Year Trend	Commentary																											
<p>Average Sick Days - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2019/20</td><td>8.03</td><td>7.96</td></tr> <tr><td>Q2 2019/20</td><td>8.08</td><td>7.96</td></tr> <tr><td>Q3 2019/20</td><td>8.09</td><td>7.96</td></tr> <tr><td>Q4 2019/20</td><td>8.09</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>8.47</td><td>7.96</td></tr> <tr><td>Q3 2020/21</td><td>9.75</td><td>7.96</td></tr> <tr><td>Q4 2020/21</td><td>10.31</td><td>7.96</td></tr> </tbody> </table>	Quarter	Average Sick Days	Target	Q1 2019/20	8.03	7.96	Q2 2019/20	8.08	7.96	Q3 2019/20	8.09	7.96	Q4 2019/20	8.09	7.96	Q1 2020/21	8.27	7.96	Q2 2020/21	8.47	7.96	Q3 2020/21	9.75	7.96	Q4 2020/21	10.31	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>
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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>Average Sick Days</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2019/20</td><td>3.02</td><td>2.96</td></tr> <tr><td>Q2 2019/20</td><td>3.05</td><td>2.96</td></tr> <tr><td>Q3 2019/20</td><td>3.08</td><td>2.96</td></tr> <tr><td>Q4 2019/20</td><td>3.09</td><td>2.96</td></tr> <tr><td>Q1 2020/21</td><td>3.27</td><td>2.96</td></tr> <tr><td>Q2 2020/21</td><td>3.47</td><td>2.96</td></tr> <tr><td>Q3 2020/21</td><td>3.75</td><td>2.96</td></tr> <tr><td>Q4 2020/21</td><td>4.31</td><td>2.96</td></tr> </tbody> </table>	Quarter	Average Sick Days	Target	Q1 2019/20	3.02	2.96	Q2 2019/20	3.05	2.96	Q3 2019/20	3.08	2.96	Q4 2019/20	3.09	2.96	Q1 2020/21	3.27	2.96	Q2 2020/21	3.47	2.96	Q3 2020/21	3.75	2.96	Q4 2020/21	4.31	2.96	<p>Sickness absence includes sickness relating to or due to Covid-19. 20% of Sickness in the January-March 2021 was related to Covid-19 and as such has been an increase in sickness rates</p> <p>Compared to the same period last year sickness levels are lower in the CEX Department and higher in the Place, People and Resources Department.</p> <p>The rolling 8 quarters for sickness absence up to Quarter 4 (January – March 2021 is in the chart on the left-hand side. Current Council wide performance is above target with 10.31 FTE days being lost. 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>Average Sick Days</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2019/20</td><td>5.01</td><td>5.00</td></tr> <tr><td>Q2 2019/20</td><td>5.03</td><td>5.00</td></tr> <tr><td>Q3 2019/20</td><td>5.08</td><td>5.00</td></tr> <tr><td>Q4 2019/20</td><td>5.09</td><td>5.00</td></tr> <tr><td>Q1 2020/21</td><td>5.27</td><td>5.00</td></tr> <tr><td>Q2 2020/21</td><td>5.47</td><td>5.00</td></tr> <tr><td>Q3 2020/21</td><td>6.75</td><td>5.00</td></tr> <tr><td>Q4 2020/21</td><td>7.11</td><td>5.00</td></tr> </tbody> </table>	Quarter	Average Sick Days	Target	Q1 2019/20	5.01	5.00	Q2 2019/20	5.03	5.00	Q3 2019/20	5.08	5.00	Q4 2019/20	5.09	5.00	Q1 2020/21	5.27	5.00	Q2 2020/21	5.47	5.00	Q3 2020/21	6.75	5.00	Q4 2020/21	7.11	5.00	<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 Four shows the following:</p> <p>Average Sick Days per FTE for the Chief Executive's Directorate is 1.04 which is below the 1.99 target</p>
Quarter	Average Sick Days	Target																										
Q1 2019/20	5.01	5.00																										
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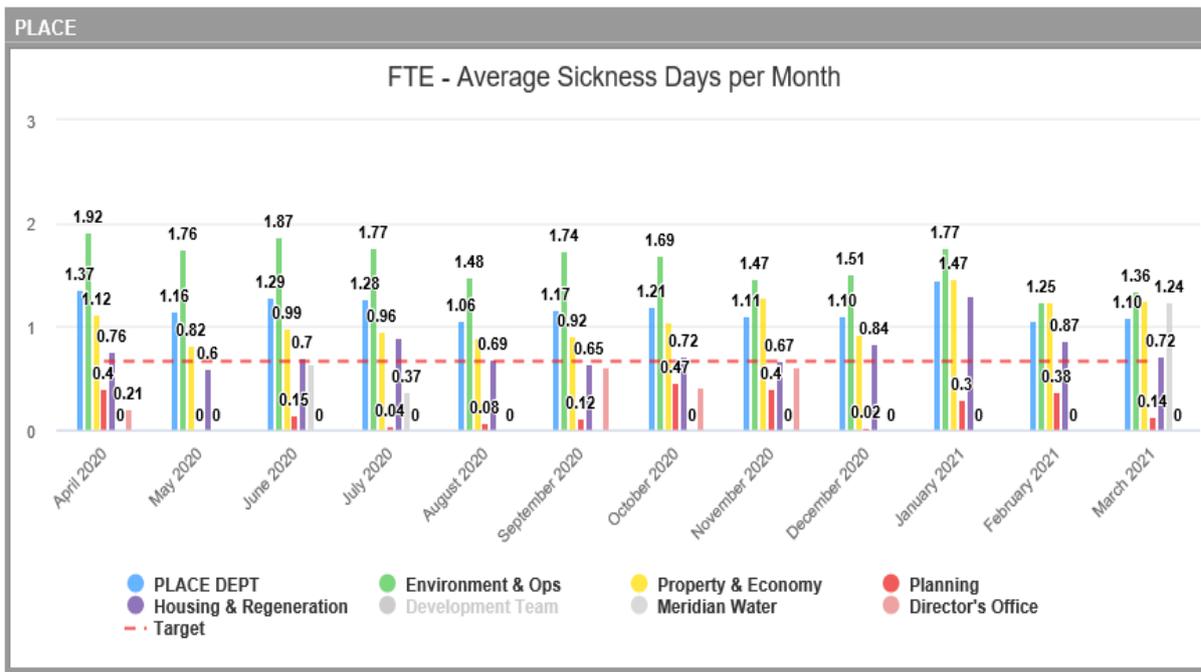
Two Year Trend	Commentary
	<p>Average Sick Days per FTE for the Resources Directorate is 2.43 which is above the 1.99 target.</p> <p>Average Sick Days per FTE for the People Directorate is 3.13 which is above target.</p> <p>Average Sick Days per FTE for the Place Directorate is 3.61 which is above the 1.99 target</p> <p>It should be noted that the Place department has a large manual workforce. The manual workforce within Place expanded in April 2020 following the insourcing of the cleaning service. Sickness absence levels does tend to be higher for manual workers. This trend is not just within Enfield Council and is typical within this workforce category.</p> <p>The People department is also affected in Quarter 4 following the transfer of IWE staff back into the council. This service includes a high number of front-line care workers who historically have had higher sickness rates.</p>

Sickness Absence by Department (Days per FTE in Month)



PLACE





The Place Department did have higher levels of Covid-19 sickness absence during Q4 but it should be noted there are front line services within this department.

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

Within both Housing & Regeneration and Environment & Ops that previously had higher levels of sickness absence, the trend is now showing a gradual improvement. A number of interventions have been put in place to support sickness absence in these services.

Place Department

General Comments:

- Manual workforces typically have higher levels of absence.
- The combination of a frontline workforce required to work in the community, and the consequences of the Covid-19 pandemic will have had a direct impact on the absence stats for Place. 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 have worked from home.
- 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 following a terminal diagnosis, 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 Council policies and 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.

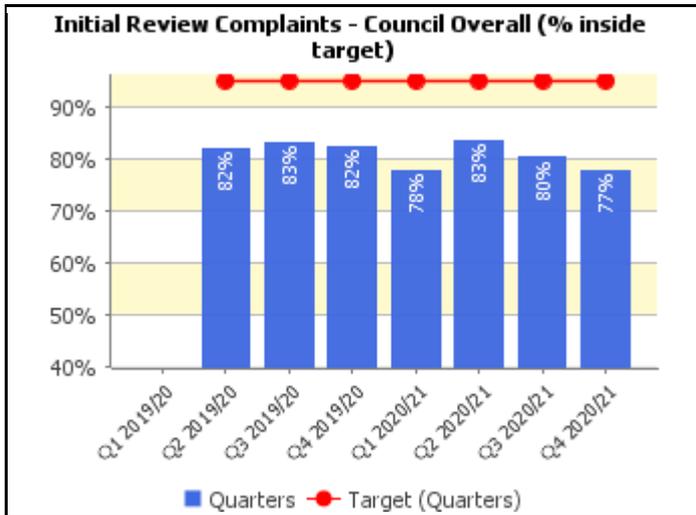
People Directorate

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

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

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



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.

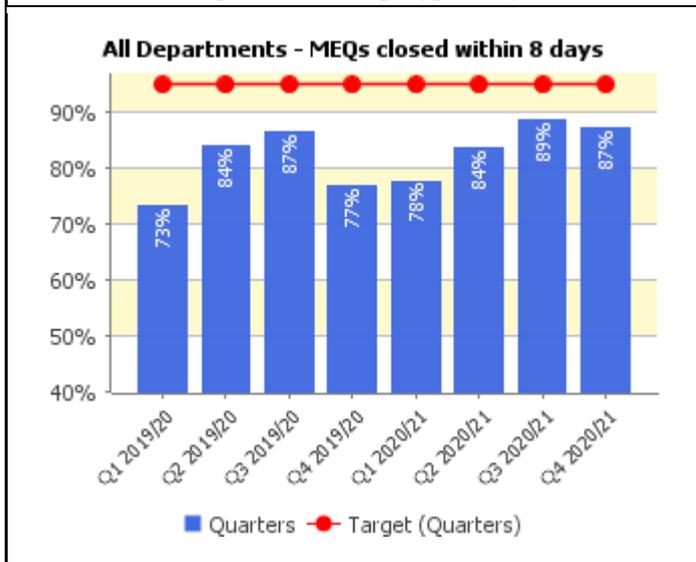
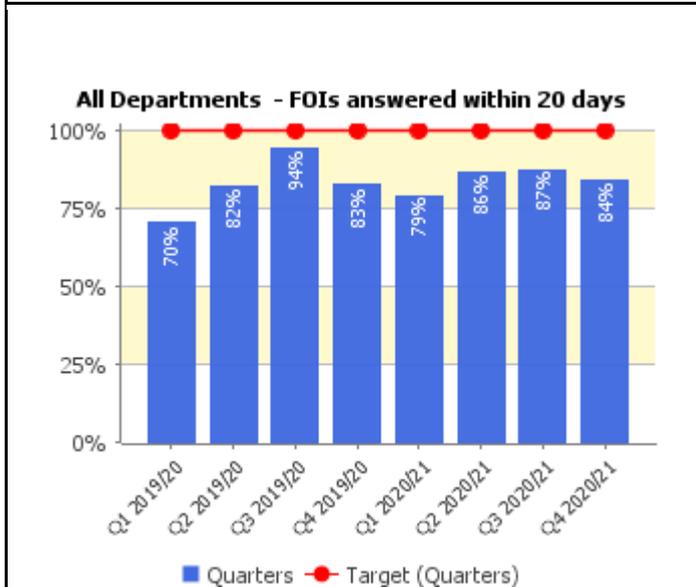
This cover the period (January 21-March 21) Quarter 4 of the financial year

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

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

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

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



	<p>Summary</p> <p>Initial reviews are now at 78%, this shows an Decrease on Q3 of 2.3%. Performance is below the 95% target.</p> <p>FOIS: For Quarter 4 for FOIs, performance was 84% below the 100% target. There is a slight decrease on Quarter 3.</p> <p>MEQs: Quarter 4 for MEQ's performance was 87% answered in 8 working days against a target of 95%. This is a 2% reduction in performance from Quarter 3</p>
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Action Plan Subject: Waste and Recycling
Lead Director: Executive Director Place

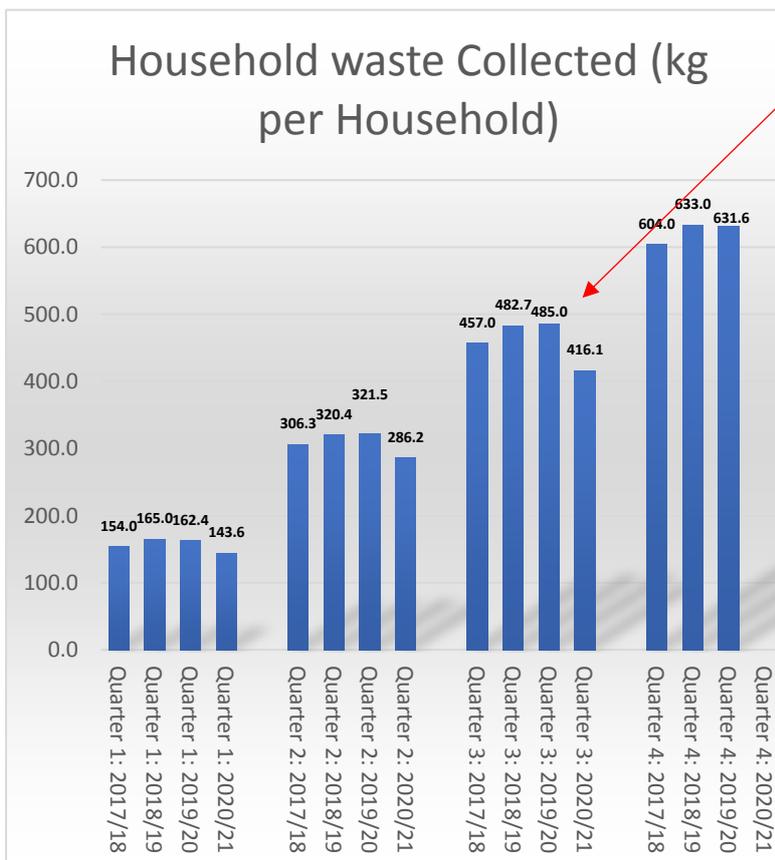
Two Year Trend

Background

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.

Graph 1 – NI 191



Commentary

Current Performance

The most recent available data is quarter 3 (1 Oct 2020 to 31 Dec 2020)

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

Household waste collected per kilogram per household for Q3 (2020/21) showed a reduction from 485 per kilogram per household to 416.1 per kilogram per household.

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

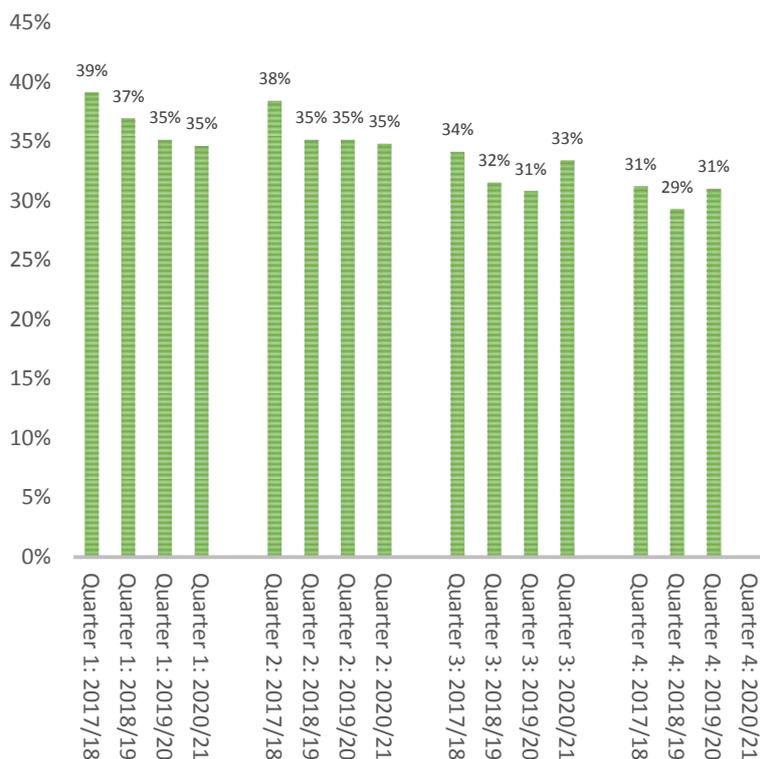
The percentage of household waste sent for reuse and recycling and composting was 33.4 percent which is an improvement compared to the previous year (30.8 percent)

On-going Action Plan

On 2 March 2020, the second phase of the waste service change were implemented. The service changed from a weekly collection of refuse and weekly collection of dry recycling to alternate weekly collections. The plan was that once the physical/operational changes are embedded (normally 3-6 months e.g. June to Sept 2020) a series of behavioural

Graph 2 – NI 192

% HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING AND COMPOSTING



face to face engagement and communications would then be deployed to support and change resident behaviour to increase recycling across the borough.

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

Timescale for Improvement

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

These outreach programmes will be focused on four key areas:

Contamination at Kerbside:

- Borough wide marketing campaign running from 14th June 21 – 31st March 2022; remind residents what can/can't go in their recycling bin
- 28th June – identified areas that are regularly contaminating recycling bins; total of 5,000 props; recycling officers undertaking face to face door stepping day before collection, to include deliver at a glance card. If bin is contaminated also door knock and engage with residents
- 26th July – rejection of contaminated bins; bins to be stickered advising of the items the bin is contaminated with.

Recycling at Kerbside:

- 05th July – borough split in to 4 groups for targeted

	<p>communications and face to face engagement: Good Performers (waste minimisation – digital campaign), High Waste Producers (waste minimisation – door knocking), Poor Food Recyclers (target food recycling through door knocking and glance cards) and Poor Performers (all recycling through door knocking and glance cards)</p> <p>Recycling on Estates:</p> <ul style="list-style-type: none">▪ 01st June trial on 3 estates using new reverse lid bins, clear messaging, and face to face resident engagement.▪ 30 further estates to be identified and start mid-September <p>Schools:</p> <ul style="list-style-type: none">▪ Refresh LBE website and create a school's toolkit on recycling▪ Online workshops and hot topic sessions▪ c.6 school roadshows to align with outreach targeted areas of poor performers
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