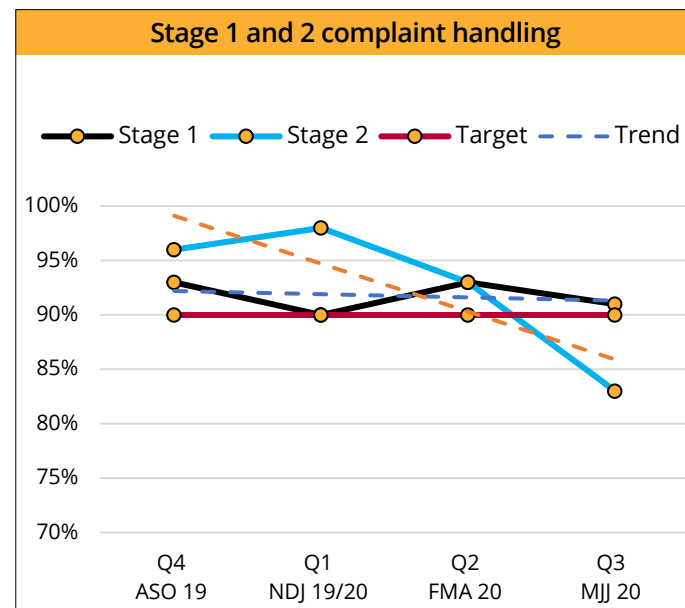
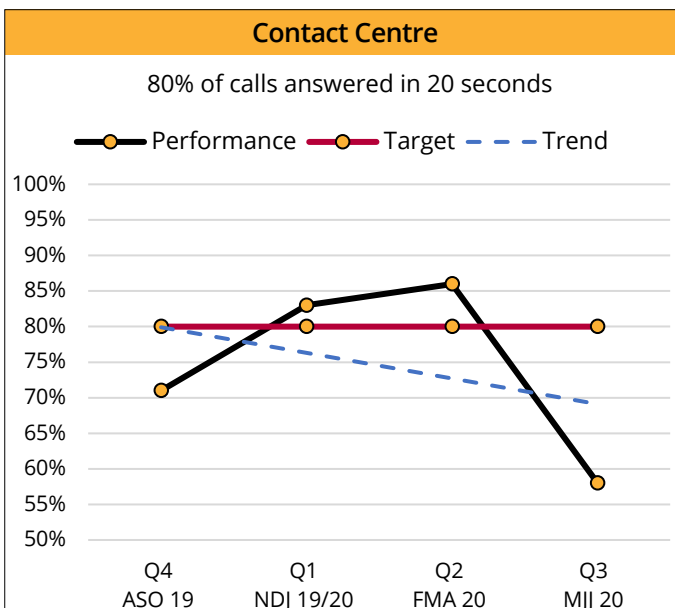
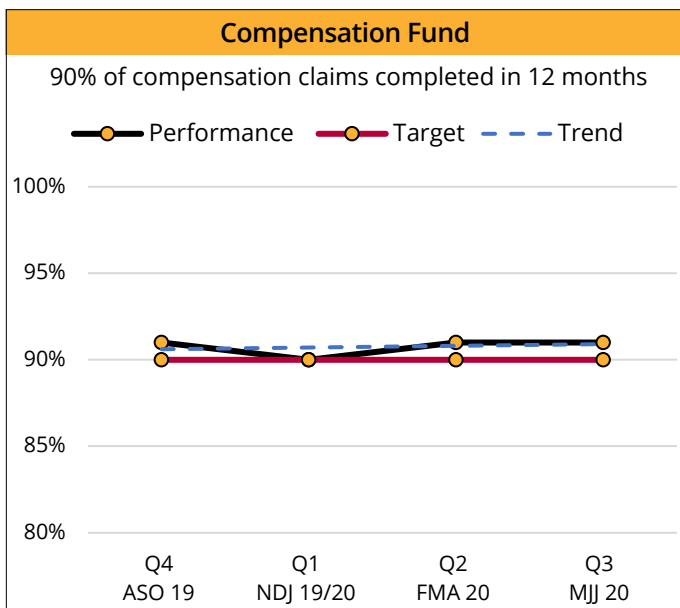
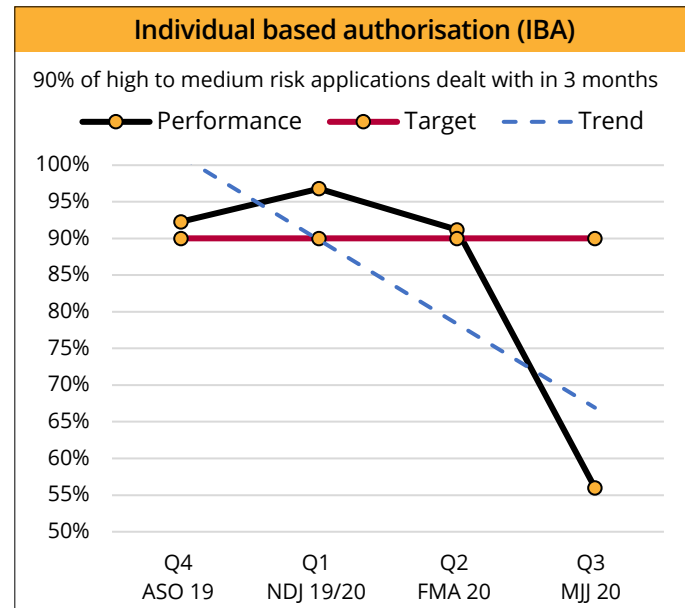
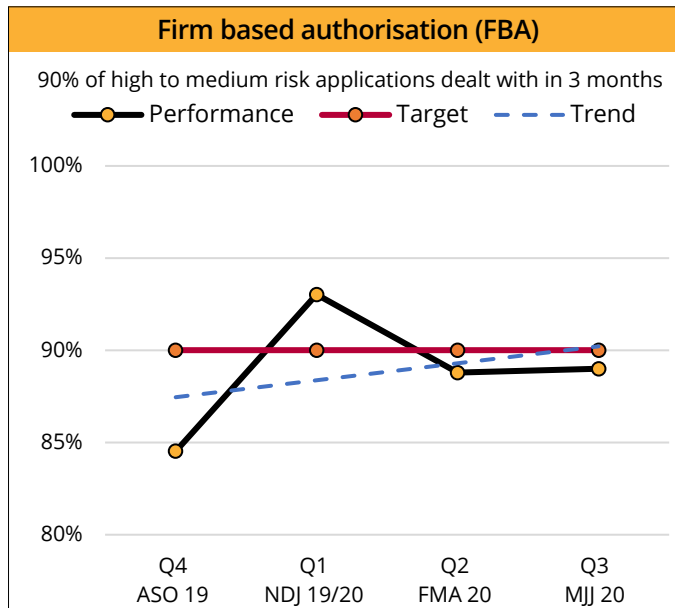
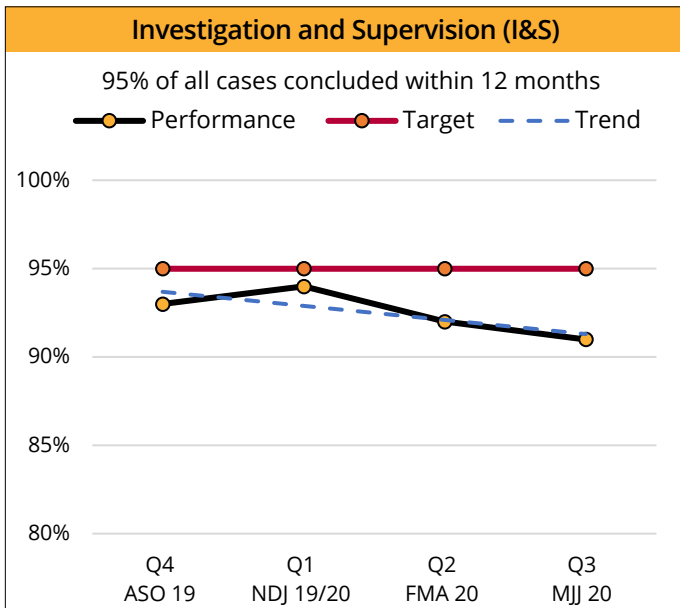


Narrative

1. There has been a slight drop in website traffic for Q3, partly due to a significant drop in visitors to our Covid-19 content. This figure has also been adjusted because of the impact of a stricter approach to user consent for analytics cookies.
2. We implemented a new telephony service in June and went live with a new customer relationship management (CRM) system in July. We have maintained high levels of positive feedback from customers calling our Contact Centre, despite longer call waiting times, although feedback on email correspondence has been less positive. This has been driven by the fact that we did not have a full telephony service during May and June.
3. Traffic to Covid-19-related content peaked in March/April, but has dramatically slowed in recent months, as have the number of queries on Covid-19-related issues raised via our social media channels.

Core measures



Narrative

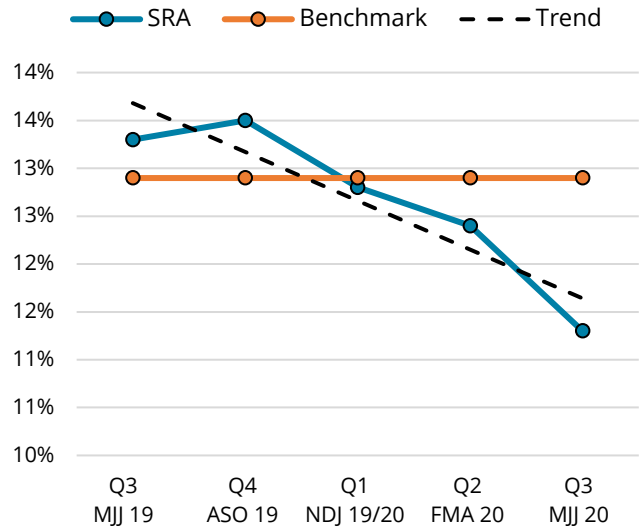
1. I&S, FBA and IBA have all seen delays as a result of Covid-19-related issues during the quarter. The preparation and launch of the new CRM in Authorisation during July has also had an impact on FBA and IBA performance. This has included training and work to reduce work-in-progress levels to a minimum pre the go-live date.
2. The new telephony system in the Contact Centre and new CRM in July has resulted in a drop in call-handling performance.
3. Covid-19 impacts on the Corporate Complaints team resulted in a fall in the stage 2 KPI - we anticipate being on track in Q4.

Complaint handling

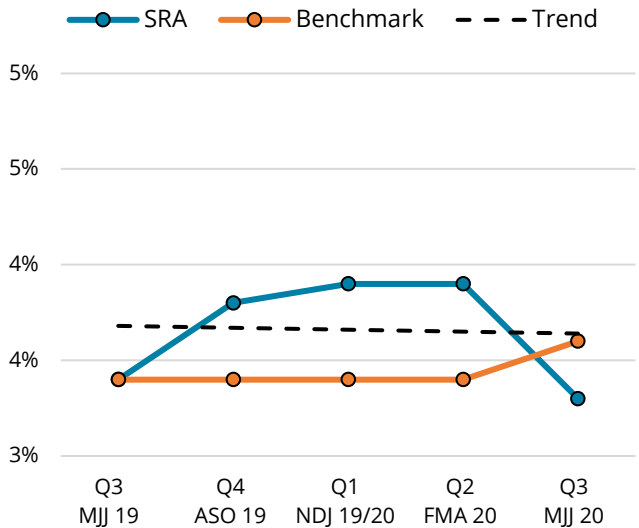
1. Our target is to handle stage 1 complaints within 10 days.
2. Our target is to handle stage 2 complaints within 20 days.
3. Stage 1 is the response from the team concerned. Stage 2 is the response from our Corporate Complaints team, where the matter is not resolved at stage 1.

Core measures

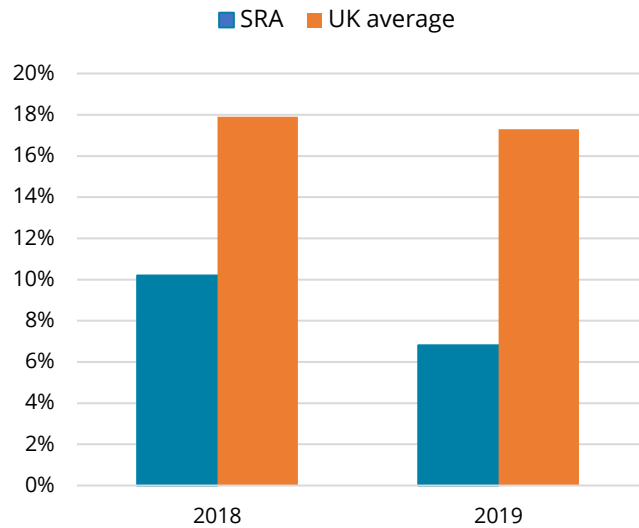
Voluntary staff turnover



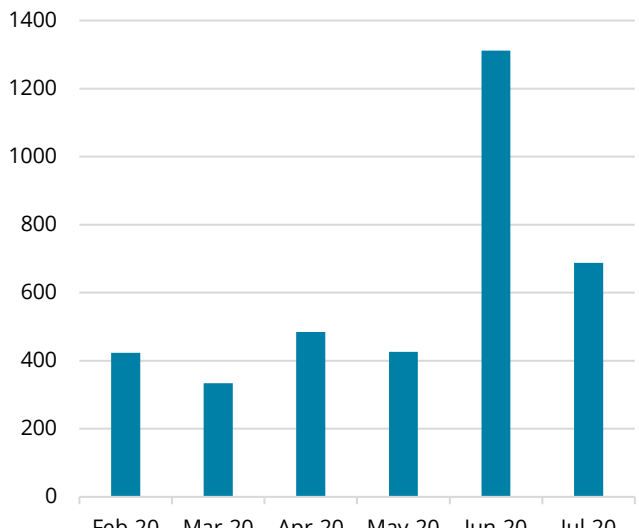
Time lost to sickness



Median gender pay gap



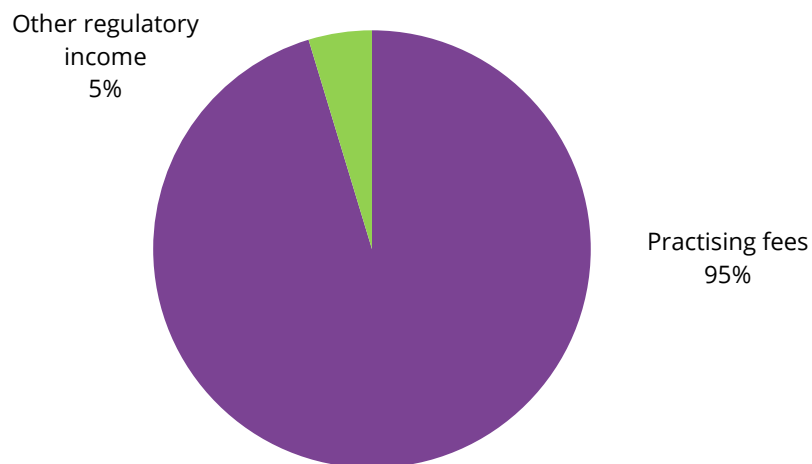
Number of training hours



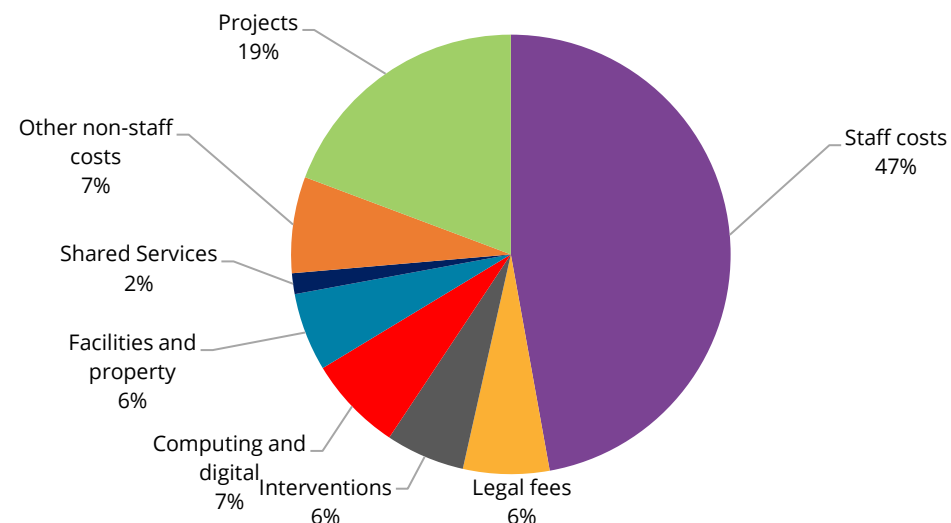
Narrative

1. Voluntary staff turnover in Q3 continues to decrease more significantly. We believe this to be the impact of the current pandemic. We have seen a similar decrease in time lost to sickness during this pandemic and are encouraging staff to ensure all absence is logged.
2. The number of training hours has significantly increased with the roll out of RegOps1 and its associated training requirements during this quarter.

Where our money comes from



Where our money is spent



Variance to forecast 2019/20 Q3

£m	Actual	Forecast	Variance	Variance %
Income	42.59	42.57	0.02	0.0%
Staff costs	24.85	25.00	0.15	0.6%
Other costs	21.07	20.97	-0.10	-0.5%

Variance to budget 2019/20 Q3

£m	Actual	Forecast	Variance	Variance %
Income	42.59	42.84	-0.25	-0.6%
Staff costs	24.85	25.66	0.81	3.2%
Other costs	21.07	21.14	0.07	0.3%

Narrative

1. Income continues to be in line with forecast and budget for the financial year. While there was some slowdown on income during the early stages of the Covid-19 pandemic, this has picked up in recent months and the year-to-date position is in line with expectations.
2. Overall expenditure is being managed within the budget. The impact of the Covid-19 pandemic has required additional spend to mitigate the impact on the organisation; this cost has been offset by reductions in other expenditure items to ensure the overall budget is managed effectively.