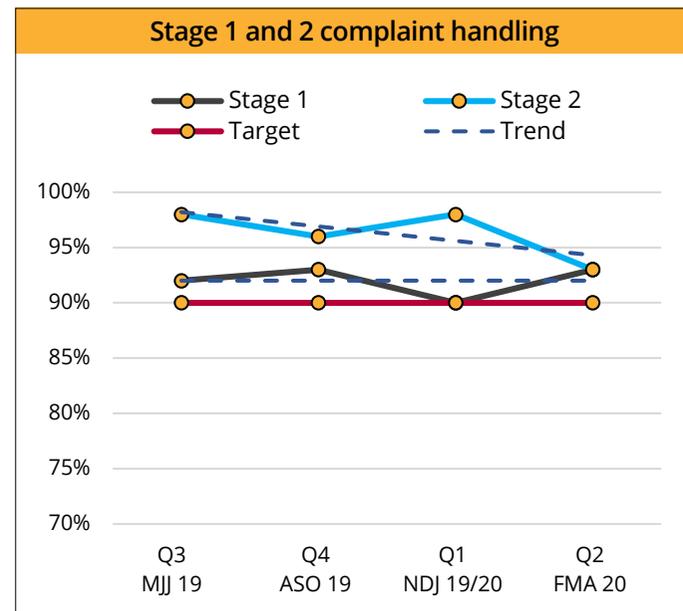
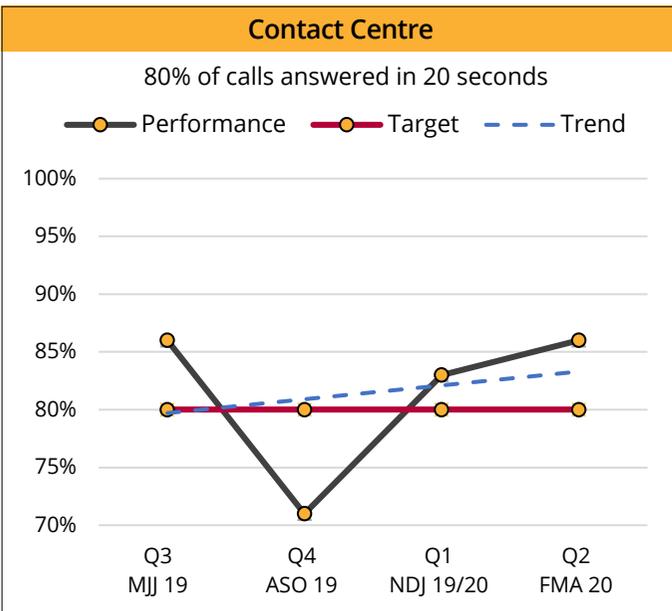
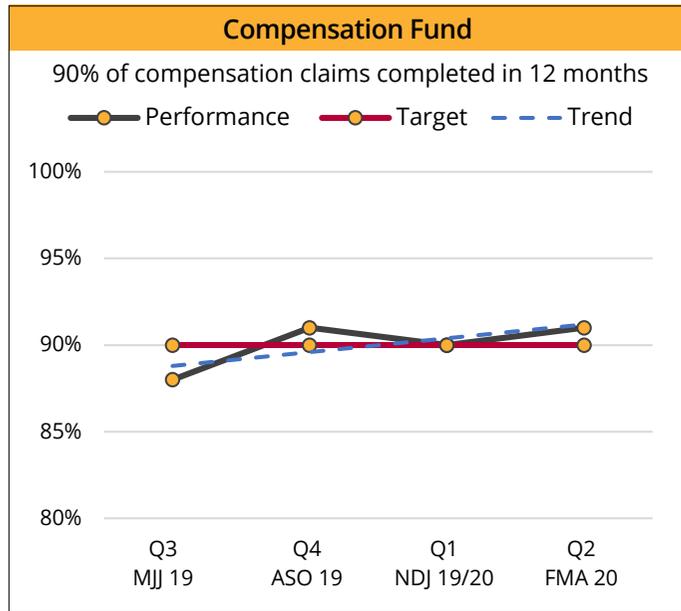
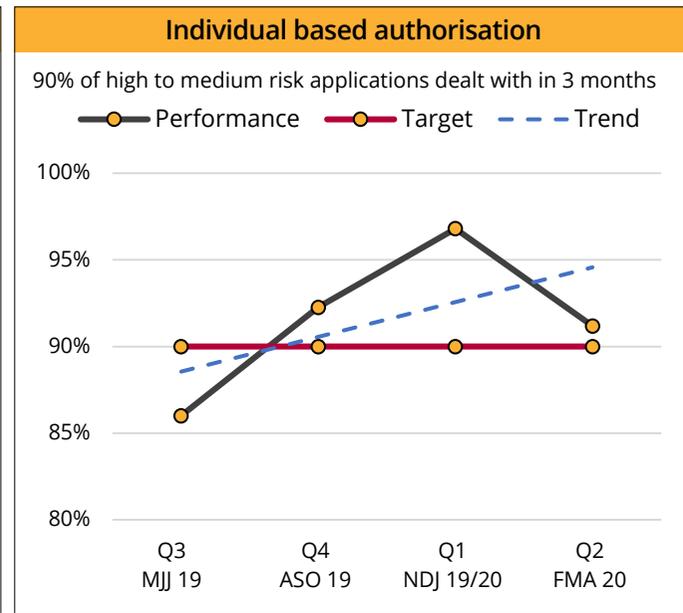
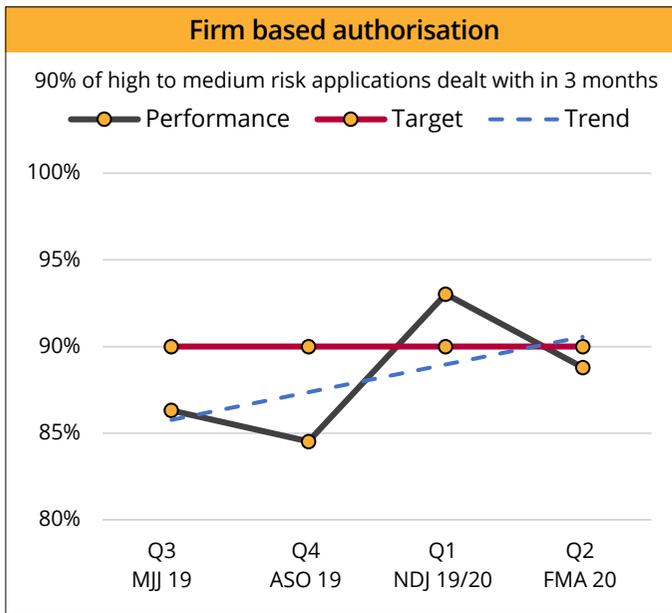
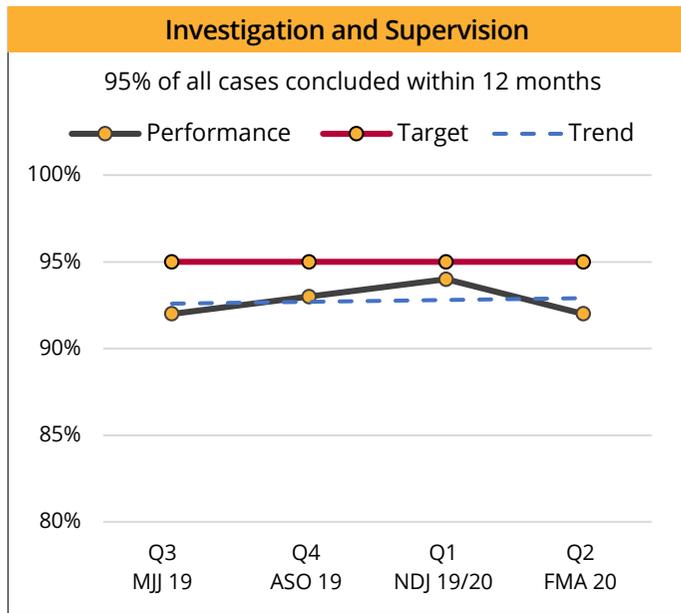


### Narrative

1. We have submitted a nil return on calls for Q2, due to the business disruption caused by Covid-19 and our Contact Centre's move to homeworking. We moved to an email and call-back service in March as a response to the coronavirus, which impacted the satisfaction levels noted in the above graph. We plan to resume our normal service from the start of June and will begin recording customer feedback from that point.

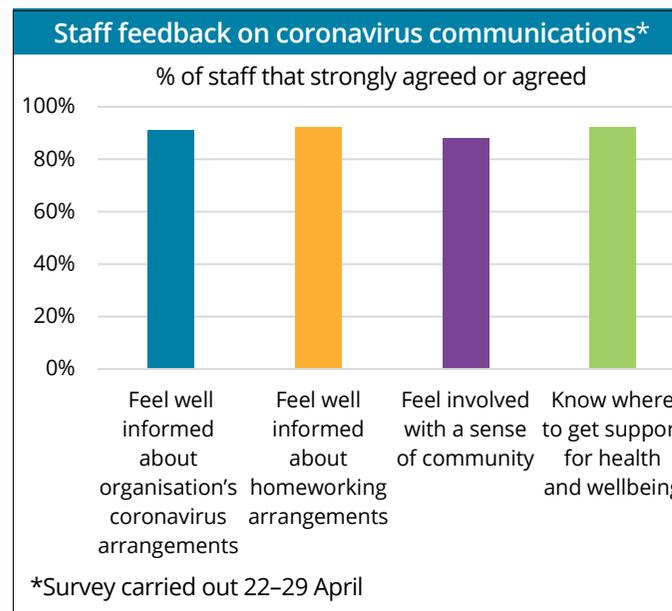
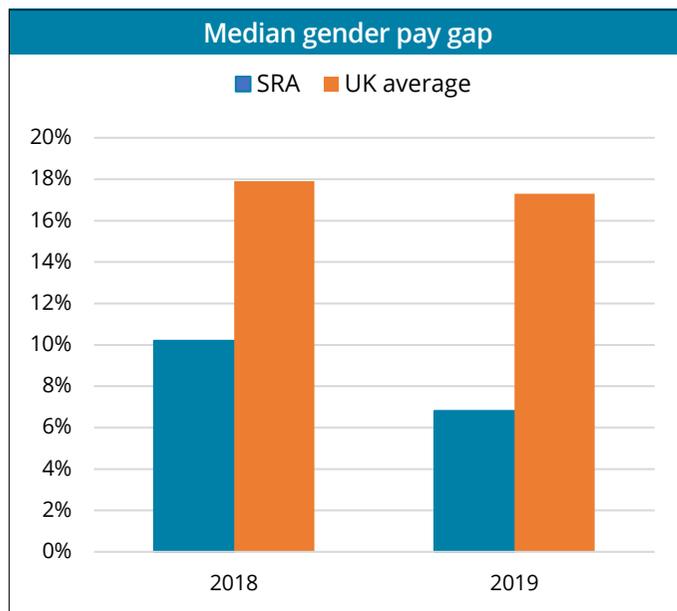
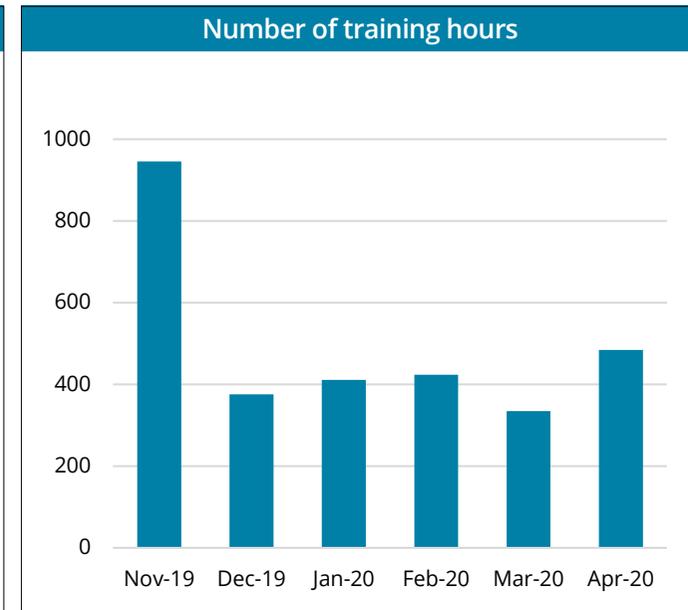
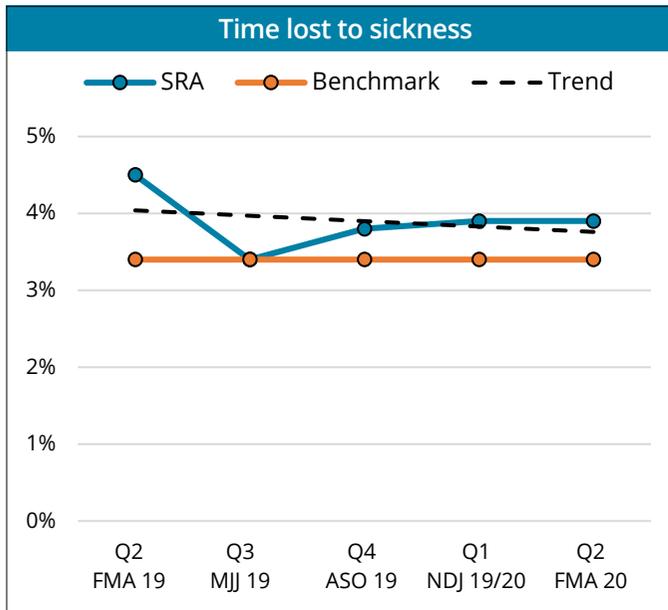
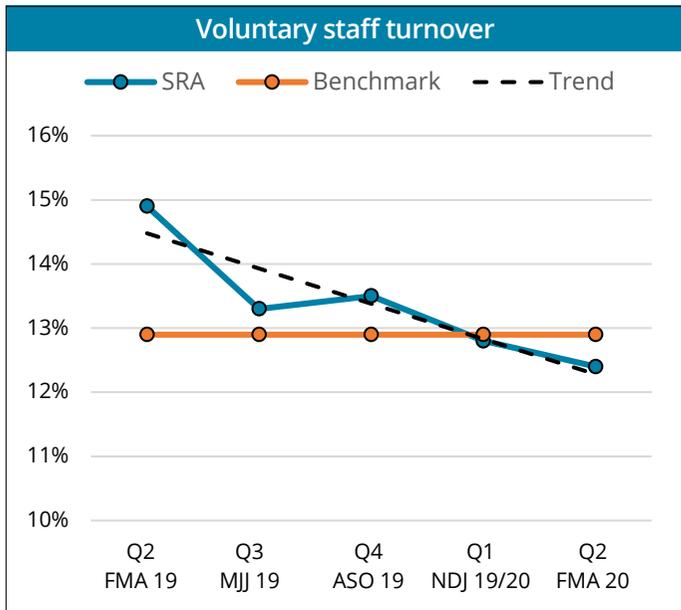


**Narrative**

1. Performance against our Investigation and Supervision key performance indicator (KPI) has dropped to 92% in quarter 2 (against the target of 95%). This is a direct consequence of the ongoing Covid-19 crisis, as we are experiencing delays in firms and individuals responding to our enquiries due to Covid-19 related issues. We have, however, concluded more cases than our normal run rate for this time of the year, suggesting our productivity levels remain very good, despite the move to homeworking.
2. Performance against our Firm Based Authorisation KPI has dropped to 88% for quarter 2 (against the target of 90%). This is again due to delays in applicants responding to our enquiries as a result of Covid-19 related issues.

**Complaint handling:**

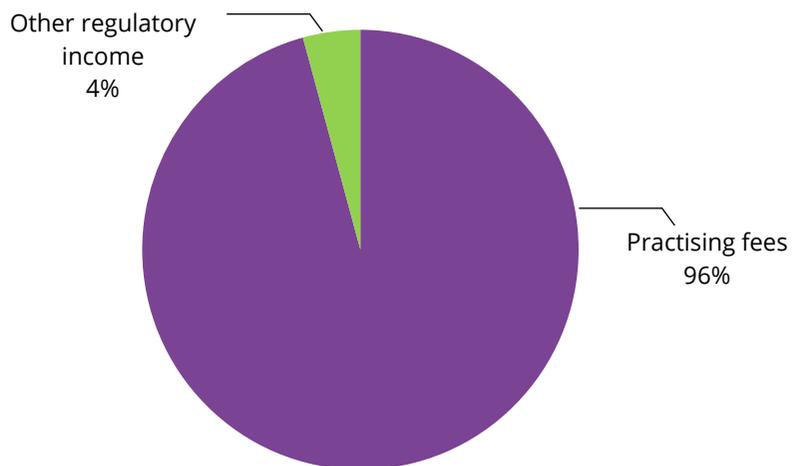
1. Our target is to handle stage 1 complaints within 10 days.
2. Our target is to handle stage 2 complaints within 20 days.
3. Stage 1 is the response from the team concerned. Stage 2 is the response from our Corporate Complaints team, where the matter is not resolved at stage 1.



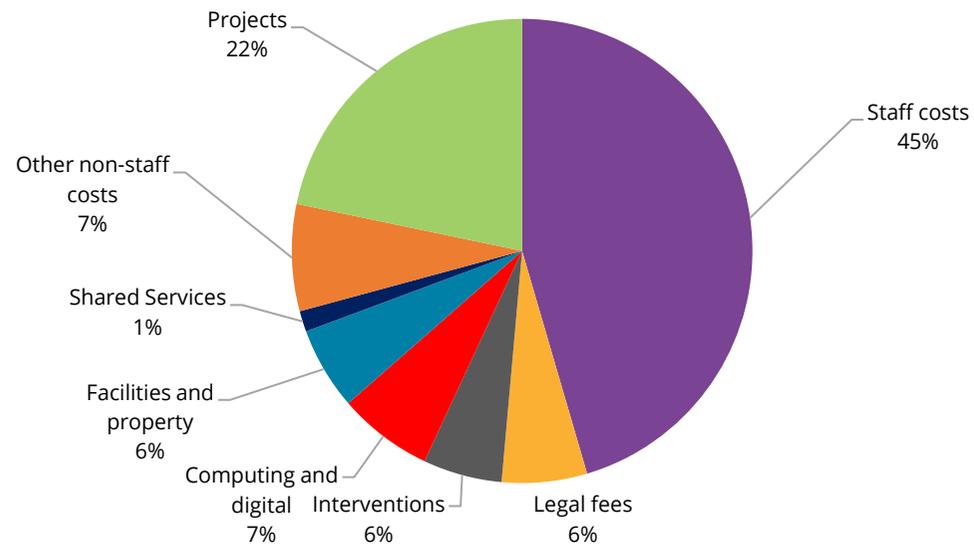
#### Narrative

1. Voluntary staff turnover: The most recent Q2 saw the lowest turnover in the last four quarters, below the benchmark. In early 2019, with political uncertainty, a number of organisations moved from London to Birmingham (HSBC, General Dental Council, etc), which increased the competition for talent.
2. Sickness absence: Q2 figures are well below Q2 of the previous year. We are currently above the benchmark, which is not unusual for this time of year.

Where our money comes from



Where our money is spent



Variance to forecast 2019/20 Q2

£m	Actual	Forecast	Variance	Variance %
Income	28.31	28.42	-0.11	-0.4%
Staff costs	16.60	16.79	0.19	1.1%
Other costs	15.25	15.41	0.16	1.0%

Variance to budget 2019/20 Q2

£m	Actual	Forecast	Variance	Variance %
Income	28.31	28.49	-0.18	-0.6%
Staff costs	16.60	17.08	0.48	2.8%
Other costs	15.25	15.44	0.19	1.2%

Narrative

- Income for the year to date is behind forecast and budget for the year. It remains unclear what impact the ongoing Covid-19 outbreak will have on full-year income. Currently, savings across various expenditure lines are mitigating the impact of reduced income.