

Customer Performance Monitoring		2022 / 2023			Quarter 1						
Area	Indicator	Reporting Frequency	Data Owner	Data Collected By	2021-2022 Year End	Q1 Performance	Direction of travel from previous quarter <i>Up arrow = improvement</i> <i>Down arrow = reduced performance</i>	Q1 Target	Q1 Target Met (nb/ tolerances for RAG to be established)	Q1 Commentary	
Channel Shift	Numbers of Contact by Channel	Quarterly	Helen Green & Digital Transformation Team	Digital Team / BE	624,834 - Telephone 526,726 - MySandwell 25,895 - Face to Face 51,034 - E-mail	523,894 - Telephone 202,333 - MySandwell 15,656 - Face to Face 10,656 - E-mail	n/a	n/a	n/a	Contact Centre - 106,310, Repairs - 8379, Repairs OOH - 3548. The total figure for the CCC, includes calls taken by the Repairs Out of Hours (OOH) and the Repairs Team, both of which are not management / monitored by the Corporate Contact Centre	
	% Contact by channel	Quarterly	Helen Green & Digital Transformation Team	Digital Team / BE	51.26% - Telephone 43.53% - MySandwell 2.09% Face to Face 4.12% - Email	40.07% Telephone 52.02% MySandwell 4.10% Face to Face 2.79% - Email	n/a	n/a	n/a	Increase in Face to Face % Contact since Year end	
	Adults Contact Centre Abandonment Rate	Quarterly	Charlotte Leadbeater	Ross Bailey	1.57% (1205 Calls)	1.57% (125 Calls)	↔	5%	Yes	The previous quarter was 1.55%. Performance exceeds expectations, 3.48% below our 5% target. This is an average of 5 calls per day.	
	Adults Contact Centre Average Wait Measure	Quarterly	Charlotte Leadbeater	Ross Bailey	31 seconds	31 seconds	↔	30 seconds	1 Second over	The previous quarter was 00:00:30. We only just came in over our target by 1 second.	
Contact Centre Performance	Adults Contact Centre Average Call Time	Quarterly	Charlotte Leadbeater	Ross Bailey	530 seconds	532 Seconds	↓	540Seconds per call	8Seconds below target	The previous quarter was 544. Our agents have a target of 540seconds (9mins) in which we measure call time, hold time and wrap time to total 540secs. We have done very well on this front coming in 8 seconds under.	
	Revs and Bens Contact Centre Abandonment Rate	Quarterly	Ian Dunn	Theresa Shigley	5.30%	19.20%	↓	15.00%	No	Council Tax recovery being re-introduced along with administering the energy rebate have contributed to the huge change between the first quarter last year and this year. RBCCs are also running with long term sickness and 6 vacancies which in the last month has increased to 8. We are currently in the process of recruitment.	
	Revs and Bens Contact Centre Average Wait Measure	Quarterly	Ian Dunn	Theresa Shigley	3mins 55seconds	14 mins	↓	n/a	n/a	Target is Variable as our Stakeholder line does not come through Inform 360 so this knocks out our timings but the average wait we aim for is approximately 10 minutes. Council Tax recovery being re-introduced along with administering the energy rebate have contributed to the high change between the first quarter last year and this year. RBCCs are also running with long term sickness and 6 vacancies which in the last month has increased to 8. We are currently in the process of recruitment	
	Revs and Bens Contact Centre Average Call Time	Quarterly	Ian Dunn	Theresa Shigley	8mins 27seconds	9mins 04seconds	↓	8mins	No	Council Tax recovery being re-introduced along with administering the energy rebate have contributed to the high change between the first quarter last year and this year. RBCCs are also running with long term sickness and 6 vacancies which in the last month has increased to 8. We are currently in the process of recruitment. Although the talk time is longer, this is expected due to the complexity of grants and funds we are currently awarding to Sandwell residents and the current economic climate.	
	Corporate Contact Centre Abandonment Rate	Quarterly	Helen Green / Tracy Causier	Theresa Smith	16.96%	5.96%	↑	8%	Yes	Contact Centre - 3.95%, Repairs - 32.16%, Repairs OOH - 4.72%. The overall Abandonment rate includes Repairs Out of Hours (OOH) and the Repairs Team, both of which are not managed / monitored by the Corporate Contact Centre. Performance remains positive in relation to AR and below the 8% target.	
	Corporate Contact Centre Average Wait Measure	Quarterly	Helen Green / Tracy Causier	Theresa Smith	6mins 19 seconds	2mins 37 seconds	↑	2mins 30 seconds	7 seconds below target	Contact Centre - 00:02:14, Repairs - 00:08:49, Repairs OOH - 00:02:14. The overall Average Wait measure includes the Repairs Out of Hours (OOH) and the Repairs Team both of which are not managed / monitored by the Corporate Contact Centre. Performance remains positive in relation to average wait times, and much improved on previous year's figures. Where only the Corporate CC figures are included, the Q1 target has been met.	
	Corporate Contact Centre Average Call Time	Quarterly	Helen Green / Tracy Causier	Theresa Smith	6mins 50 seconds	6mins 14 seconds	↑	n/a	n/a	Contact Centre - 00:06:10, Repairs - 00:07:57, Repairs OOH - 00:02:43 the overall Average Call Time includes calls taken by the Repairs Out of Hours (OOH) and the Repairs Team both of which are not managed / monitored by the Corporate Contact Centre. Performance in this area is positive and in line with expected call durations. Staff Performance in relation to this and other indicators are monitored and reported locally on a monthly basis.	
	Ombudsman Numbers Upheld	Quarterly	Helen Green / Tracy Causier	Theresa Smith	13 Upheld	n/a	n/a	n/a	n/a	Quarter 1 - Still awaiting outcome for 5 cases. Year End: 78 in total, awaiting outcome for 30 cases. Out of the 13 Ombudsman cases upheld, 7 were investigated by the Local Government Ombudsman. The remaining 6 cases were investigated by the Housing Ombudsman.	
	SARs volumes	Quarterly	Vanessa Maher-Smith	Dave Molineux	257	48	n/a	n/a	n/a	There are no performance targets against the number of SARs received as this can't be controlled.	
	SARs compliance with timescales	Quarterly	Vanessa Maher-Smith	Dave Molineux	Unable to provide	75.00%	n/a	95.00%	No	The timescale for completing a SAR is one calendar month and this is a statutory timescale. We have been unable to provide Year End figures due to system issues which have now been fixed but don't allow us to retrospectively report. Steps are being taken to bring performance in line with the target including improved reporting of performance, Governance Team Case Workers being allocated to Directorates to give more dedicated support, and training being provided across the Council. Together with the clearance of the backlog, it is expected that these actions will start to improve performance.	
FOI volumes	Quarterly	Vanessa Maher-Smith	Dave Molineux	1050	298	n/a	n/a	n/a	There are no performance targets against the number of FOI requests received as this can't be controlled.		
FOI compliance with timescales	Quarterly	Vanessa Maher-Smith	Dave Molineux	Unable to provide	66.00%	n/a	95.00%	No	The timescale for completing a FOI request is 30 working days and this is a statutory timescale. We have just completed a piece of work to ensure that there is now no back log of FOI requests within the system. Work will continue to ensure that a back log does not build up again however this will require the continued support from all teams across the Council to ensure that timescales are met. Other steps are being taken to bring performance in line with the target including improved reporting, Governance Team Case Workers being allocated to Directorates to give more dedicated support, and training being provided across the Council. Together with the clearance of the backlog, it is expected that these actions will start to improve performance.		
Customer Feedback	Numbers of complaints received	Quarterly	Helen Green / Tracy Causier	Theresa Smith	2593 Stage 1 Complaints, 135 Stage 2 Complaints	951 Stage 1 Complaints, 45 Stage 2 Complaints	↓	n/a	n/a	Qtr 1 Figures show that there is an increase in complaints. Further investigation is required to understand the cause.	
	Numbers of stage 1 and stage 2 Complaints upheld	Quarterly	Helen Green / Tracy Causier	Theresa Smith	846 Stage 1 Upheld, 20 Stage 2 Upheld	374 Stage 1 Upheld, 4 Stage 2 Upheld	↓	n/a	n/a	Qtr 1 Figures show that there is an increase in stage 1 complaints upheld. Further investigation is required to understand the cause.	
	Number of MP Enquiries received	Quarterly	Helen Green / Tracy Causier	Theresa Smith	2127	620	n/a	n/a	n/a		
	Numbers of compliments received	Quarterly	Helen Green / Tracy Causier	Theresa Smith	382	111	n/a	n/a	n/a		
	Lessons learnt from Complaints	Quarterly	Tracy Causier	Tracy Causier			This is currently being looked at by the customer feedback team ahead of Q4 reporting.				
	Views from Residents' Panel / Survey	Quarterly	Kate Ashley	tba			Residents' Survey Reported separately on Q2 agenda				

Quarter 2				Quarter 3					
Q2 Performance	Direction of travel from previous quarter Up arrow = improvement Down arrow = reduced performance	Q2 Target	Q2 Target Met (nb/ tolerances for RAC to be established)	Q2 Commentary	Q3 Performance	Direction of travel from previous quarter Up arrow = improvement Down arrow = reduced performance	Q3 Target	Q3 Target Met (nb/ tolerances for RAC to be established)	Q3 Commentary
150,885 Telephone 125,797 MySundwell 14,428 - Face to Face 11,752 - E-mail	n/a	n/a	n/a	Contact Centre - 107,674, Repairs - 7,041, Repairs OOH - 2,559. The total figure for the CCC includes calls taken by the Repairs Out of Hours (OOH) and the Repairs Team, both of which are not management / monitored by the Corporate Contact Centre	154,097 - Telephone 176,258 - MySundwell 12,836 - Face to Face 11,245 - E-mail	n/a	n/a	n/a	Contact Centre - 108,353, Repairs - 8,694, Repairs OOH - 4,999. The total figure for the CCC, includes calls taken by the Repairs Out of Hours (OOH) and the Repairs Team, both of which are not management / monitored by the Corporate Contact Centre
40.69% Telephone	n/a	n/a	n/a		43.48% Telephone	n/a	n/a	n/a	
53.23% MySundwell	n/a	n/a	n/a		49.23% MySundwell	n/a	n/a	n/a	
3.89% Face to Face	n/a	n/a	n/a		3.62% Face to Face	n/a	n/a	n/a	
3.17% - Email	n/a	n/a	n/a		3.17% - Email	n/a	n/a	n/a	
3% (596 Calls)	↓	5%	No	We remain within target of 5% however this has fallen from the previous quarter total of 1.57% to 3.03%. This is an average of 9 calls per day.	3% (526 Calls)	→	5%	Yes	We again remain within target of 5% and this has remained consistent from the previous quarters 3%. This averages out to 8 calls per day.
1 Minute	↓	30 Seconds	No	We have exceeded our target of 30 seconds. This has doubled from the previous quarter.	49 Seconds	↑	30 seconds	No	We have exceeded our target by 19 seconds, but it has improved from the previous quarters 1 minute.
573 Seconds	↓	540 Seconds per call	No	We have exceeded our target of 540 seconds by 33 seconds, up by 41 seconds from the first quarter.	553 Seconds	↑	540 Seconds per Call	No	We have come in a lot closer this quarter, 13 seconds shy. A whole 20 seconds higher than the previous quarter.
19.93	↓	15	No	We continue to enforce recovery approximately 3000 accounts per week being chased. We have recruited into some of our vacancies but lack of candidates with all required means we still have 5 vacancies. New starters will be going into training on 1 November for 6 weeks so no real gain for the team until Jan2023. High demand around energy rebate and any other support available continues to cause demand on resources we do have available. School holidays in July August have further reduced resource and we have been unable to recruit any temporary staff with knowledge. We have also had to provide support for Ombudsman reception which has further reduced the availability of agents to put on the phones and respond to Dash work	12.98	↑	15%	Yes	Energy rebate scheme has now been completed and monies added to all accounts. Refunds are still being raised for some customers but in the main these are now being administered by the operations team. Postal strikes in November and December has had an effect on Customer receiving recover notices and therefore fewer calls have been received to make arrangements to pay. December was also a short month due to the Christmas closure. Due to the lack of recovery we were able to commit more staff to responding to electronic correspondence which has also reduced the need for customer who use Dash to call us. Football for our front facing services have also reduced and therefore in these time the resource has been moved to DASH work again reducing the need for customers who have initially contacted us that way to have to contact by phone
00:14:52	↓	n/a	n/a	As above lack of resource and higher demand on the service as increased customer wait time. However this does support that customers are willing to wait longer on the phones to have their enquiry dealt with in this way	00:09:42	↑	n/a	n/a	Wait times reduced over this quarter as the energy rebate enquiries had subsided and postal strikes affected the number of recovery documents that were able to be issued. Customers were still however concerned with Cost of Living crisis so additional enquiries relating to what was still available were being made
00:09:02	→	8 minutes	No	Call time continues to increase as our customer base request more support with household expenses, energy rebate and household support information is being requested along with any possible additional support that customers may be entitled to in addition to Housing benefit and Council Tax reduction as the cost of living crisis continues. Customers are also making enquiries with the local authority for grants that are being paid by energy providers and reductions to water bills so more signposting is required. Agents are highly trained in a number of benefits and grants that although the customer does	00:08:37	↑	8 Minutes	No	Energy rebate scheme has now been completed and monies added to all accounts. Most refunds have now been paid so not having to check additional systems had reduced call handling slightly. Recovery has also been affected by postal strikes so most calls have been related to benefits/CR with payment arrangements reduced therefore reducing the handling time for generic advisors.
10.52%	↓	8%	2.5% difference	Contact Centre - 9.54%, Repairs - 27.18%, Repairs OOH - 6.86%. The overall abandoned rate includes Repairs Out of Hours (OOH) and the Repairs Team, both of which are not managed / monitored by the Corporate Contact Centre. All in Qtr 2 has slightly increased above the target. The increase is growing due to a number of staff vacancies, sickness levels, back filling the OOH, training and problems with recruiting both permanent and agency staff. This is continuing to be a problem and the performance for Q3 is expected to show a significant increase in the AR.	17.48%	↓	8%	9.44% difference	Corporate Contact Centre 16.13% / Repairs Team - 36.32% / Repairs OOH Team - 9.86%. The overall Abandoned Rates, include the Repairs Team and Repairs Out of Hours (OOH) both of which are not managed by the Corporate Contact Centre. The AR increased and targets were missed due to continued staff vacancies and sickness in the Corporate Contact Centre. Moving forward we are expecting to see an improvement as we have recently had 6 new advisors join the team at the end of November beginning of December following the last recruitment drive. Training has been delivered and they are now taking calls on the busiest service area which has started to reduce call waiting times in late December. Training will continue over the next few months on all other skills which should further reduce wait times and current abandoned rates. Vacancies have also been filled at the One Stop Shop which has also reduced the number of advisors needed from the contact centre to support face to face delivery of services at the council house. As not all vacancies were filled at the last round of interviews, an advert is currently out with a closing date of the 17th January. Sickness still remains high which continues to impact on current performance.
4 minutes 30 seconds	↓	2mins 30 seconds	2mins over	Contact Centre - 00:04:11, Repairs - 00:07:57, Repairs OOH - 00:02:36. The overall Average Wait measure includes the Repairs Out of Hours (OOH) and the Repairs Team both of which are not managed / monitored by the Corporate Contact Centre. Average wait times are increasing due to a number of staff vacancies, sickness levels, back filling the OOH, training and problems with recruiting both permanent and agency staff. This is continuing to be a problem and the performance for Q3 is expected to show a significant increase in wait times.	8 minutes 29 seconds	↓	2mins 30 seconds	5 minutes 55 seconds over	Corporate Contact Centre - 00:08:19 / Repairs Team - 00:10:01 / Repairs OOH - 00:03:18. The overall Call Wait time includes Repairs Team and Repairs OOH both of which are not managed by the Corporate Contact Centre. Call Wait times have also increased in Q3, again due to Staff vacancies and increased sickness. Staff vacancies currently include 7 Pools, 5 Full Time and 2 Part Time. Interviews will take place on the 25th & 26th January.
6mins 39 seconds	↓	n/a	n/a	Contact Centre - 06:38, Repairs - 08:38, Repairs OOH - 02:46. The overall Average Call Time includes calls taken by the Repairs Out of Hours (OOH) and the Repairs Team both of which are not managed / monitored by the Corporate Contact Centre. Average call times are within expected range.	7 minutes 36 seconds	↓	n/a	n/a	Corporate Contact Centre - 03:07:30 / Repairs Team - 00:08:32 / Repairs OOH - 00:03:06. The overall Average Call Time includes Repairs Team and Repairs OOH both of which are not managed by the Corporate Contact Centre. Call Wait times are within expected range.
n/a	n/a	n/a	n/a	We currently have 9 cases with the LGD and 7 cases with the Housing Ombudsman, no decisions have yet been made on these cases.	n/a	n/a	n/a	n/a	Q3 figures for Ombudsman show that 8 Ombudsman cases were logged (7 with LGD and 1 with HO) there are still 10 cases open the majority of these awaiting further instructions from the Ombudsman or Directorate to deal with remedies that have yet been issued from the Ombudsman.
34	n/a	n/a	n/a	There are no performance targets against the number of SARs received as this can't be controlled.	40	n/a	n/a	n/a	There are no performance targets against the number of SARs received as this can't be controlled.
41.00%	↓	95.00%	No	The timescale for completing a SAR is one calendar month and this is a statutory timescale.	67.00%	↑	95.00%	No	The timescale for completing a SAR is one calendar month and this is a statutory timescale. It is possible to extend the timescale for a total of three calendar months, where a request is complex.
229	n/a	n/a	n/a	There are no performance targets against the number of FOI requests received as this can't be controlled.	232	na	na	na	There are no performance targets against the number of FOI requests received as this can't be controlled.
68.00%	↑	95.00%	NO	The timescale for completing a FOI request is 20 working days and this is a statutory timescale.	82.00%	↑	95.00%	No	The timescale for completing a FOI is 20 working days and this is a statutory timescale.
84 Stage 1 Complaints, 40 Stage 2 Complaints	n/a	n/a	n/a	Q2 figures show a decrease in complaints compared to Q1, however, the total number of stage 1 is still an increase of 26% for the same quarter last year. It is encouraging to see that around 95% of stage 1 complaints have progressed any further and are resolved at the stage 1 phase. The CFT are currently undertaking a piece of work looking closer at types of complaints, trends & lessons learnt - this is specifically for housing but if successful could be adapted for other areas if response allowed.	83 Stage 1 Complaints 28 Stage 2 Complaints	n/a	n/a	n/a	Q3 figures show that there is a 31% decrease compared to Q1 and a 24% decrease compared to Q2 in Stage 1 complaints. Stage 2 complaints also show a downward trend compared to the previous two Q's down 15% and 5% respectively.
236 Stage 1 Upheld, 7 Stage 2 Upheld	↑	n/a	n/a	Q2 figures show a decrease in Stage 1 upheld complaints, but an increase in Stage 2 upheld complaints. See above commentary on work underway that will look more closely at some of this.	192 Stage 1 Complaints 45 Stage 2 Complaints	↓	n/a	n/a	Q3 figures show a slight rise (2%) in the percentage of Stage 1 and Stage 2 complaints that are upheld compared with Q2, however the figure for Stage 1's upheld is 9% down compared with Q1.
54	↓	n/a	n/a		495	↓	n/a	n/a	MP enquiries that were dealt with within SLA - 266 (54%). Top three Service Areas are Housing 759 / Borough Economy 126 / Childrens & Education - 33. Lowest number of MP enquiries were Business Strategy and Change 1 and Public Health 1.
68	↓	n/a	n/a		92	↑	n/a	n/a	Top 3 Service Areas, who received the most Compliments are Repairs & Maintenance - 14 / Corporate Contact Centre - 12 / Adults Allocations Team - 10

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Residents' Survey Reported separately on Q2 agenda

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