

Appendix 1: Organisational Health Performance Measures

	Measure
Workforce Composition and Diversity	The percentage of top 5% earners that are women
	The percentage of top 5% of earners from black and minority ethnic communities
	The percentage of top 5% of earners who have a disability
	The percentage of disabled employees
	The percentage BAME (Black, Asian Minority Ethnic) employees
	Gender Pay Gap Median
	Gender Pay Gap Mean
Workforce Health	Average working days lost per employee due to sickness absence (FTE)
	The percentage leavers from Sandwell Council (excl. apprentices)
	The percentage new starters to Sandwell Council (excluding apprentices)
Investing in Young People	Number of apprentices as at year end
	Number of graduates working across the Council as at year end
People Management	Number of disciplinary cases/ percentage proceeding to a formal investigation
	Number of grievance cases/ percentage ongoing or unresolved at the previous Stage
	Employee Survey Results
Health and Safety	Accidents and Incidents
	Audits
Employee Engagement	Overall Employee Engagement Score

Appendix 2: Customer Experience Performance Measures

	Measures
Channel Shift Monitoring	Numbers of Contacts by Channel Telephone: Contact Centres (Corporate, Revs and Bens, Adults) Digital: Portal (MySandwell & MyCllr) Face to Face Visits (OSS and Locals)
	% Contact by channel
Contact Centre Performance	Adults Contact Centre, Corporate Contact Centre and Revs and Bens Contact Centre Abandonment Rates Average Wait measure Average Call Time
Information Requests	Ombudsman Numbers and numbers upheld
	SARs and FOIs Numbers and Timescales
Customer Feedback	Complaints Numbers of & by service area Number of Stage 1 and 2 complaints upheld
	MP Enquiries Numbers of & by service area
	Compliments Numbers received

Appendix 3: Finance and Contracts Performance Measures

	Measures
Finance	Council Tax, Business Rates, Sundry Debt and Rent Collection – in year and prior year
	Number of days taken to process Housing Benefit New Claims and Changes in circumstances
	Average call wait time in the Revenues and Benefits Contact Centre
	Percentage of invoices paid on time
	Value of late payment fees each month
	Variance from budget for General Fund, Capital Programme and Housing Revenue Account
	% of spend that is currently under contract
	% of our total spend that is spent locally
Major Contract Monitoring	SERCO – Key Contractual Performance Measures
	Sandwell Children’s Trust – Key Contractual Performance Measures