

Select Committee on Community Safety and Community Services 10th January, 2008

QUARTERLY CORPORATE PERFORMANCE REPORT


[Second quarter of 2007/08 for the period 1st July to 30th September 2007]


Performance Summary

This section summarises the performance information, key achievements and issues affecting the Borough that are addressed in detail in the main body of the report and falling within the terms of reference of the Select Committee.




Dudley's performance against the Key Performance Indicators (KPIs) is provided in the score cards that follow. Traffic light status indicators denote performance as follows:

Indicators are exceeding target 


Indicators are performing on target or within agreed limits 

Indicators are performing below target 

Year to date performance by Council Plan shows the two matters within the remit of the Select Committee, at the end of quarter 2 below:

				Total
Safety Matters	7	4	4	15
Quality Service Matters	3	5	1	9
Total	10	9	5	24

The risks that are reported on by Council Plan Priority are tabulated in **Appendix 3** together with the quarter 2 net risk status against each key matter using the traffic light indicators below:

Low Net Risk 

Medium Net Risk 

High Net Risks 

Net risk status by Council Plan matter for those issues within the terms of reference of the Select Committee, at quarter 2 is:

	L	M	H	Total
Safety Matters	4	1	0	5
Quality Service Matters	10	2	0	12
Total	14	3	0	17

Safety Matters Performance Highlights

CEX CS 001, S&SC 01.1a, & S&SC 1.1b: Overall crime has reduced and continues to fall in areas of criminal damage and vehicle crime.

Safety Matters Areas for Concern

None.

Quality Service Matters Performance Highlights

CEX DCP 008 & CEX DCP 016: There has been further improvement in the percentage of customers to Dudley Council Plus seen by an adviser within 10 minutes and able to make cash payments within 10 minutes.

Quality Service Matters Areas for Concern

CEX DCP 003: Performance has dipped in the percentage of calls to 01384 812345 answered within 30 seconds.

Reporting on Council Action Plan Priorities

The Council Action Plan 2010 describes the business direction for the authority for the period 2007–2010. It sets out how we are planning to meet the aspirations of the Community Strategy and the challenges outlined in the Local Area Agreement.

As we continue to develop our outcome focussed performance management arrangements, in addition to the ongoing monitoring of key performance indicators, this section provides a detailed review of the progress of the critical success factors contained within the Council Action Plan, plus an assessment of the key risks to the delivery of the Council's priorities.

Traffic light status indicators are used to denote performance.

In terms of the **critical success factors** they represent the following progress:

- ★ Good progress (ahead of schedule)
- Fair progress (on schedule)
- ▲ Poor progress (behind schedule)

For **key performance indicators** they represent performance as:

- ★ Performance is better than target limits
- Performance is within target limits
- ▲ Performance is worse than target limits

Use the link below to view Council Action Plan 2010:

<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/councilplan>

Safety Matters Priority 18

Safer Communities

Priority 18 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
18.1a	Implement the actions of the Community Safety Partnership / Safe & Sound to reduce crime across the borough	Dawn Hewitt (CEX)	Overall crime has reduced and continues to fall in areas of criminal damage and vehicle crime. Violent crime has also seen a reduction. Repeat incidents of domestic violence have risen slightly during the quarter	●
18.2a	Implement the actions of the Prolific & other Priority Offenders team	Dawn Hewitt (CEX)	Continued work on aligning DIP/PPO agenda and working with the DIP Central Police Team and relevant Safe & Sound partners to develop a High Crime Causing User Scheme in Dudley	●
18.2b	Identify our most prolific and other priority offenders and reduce the number of crimes they commit (PPO)	Dawn Hewitt (CEX)		
18.3a	Crime reduction initiatives to focus on LAA crime priorities <ul style="list-style-type: none"> • Motor vehicle Theft • Criminal damage • Domestic abuse • Violent crime 	Will O'Connor (CEX)	Overall incidents relating to our 3 stretch targets continue to fall. Accidental dwelling fires have decreased by 21% from the first quarter, but there was no change from quarter 1 with arson other buildings and malicious vehicle fires. However by way of comparison to this quarter last year, accidental dwelling fires (ADF) have decreased by 21%, arson of other buildings (AOB) by 58% and arson of vehicles (AV) by 49.5%	●
18.4a	To target reduced crime and instances of anti-social behaviour through an effective street lighting maintenance, repair and replacement programme	Garry Dean (DUE)	Annual programmes of maintenance and repair are being progressed, with officers working with respective stakeholders in areas of high crime and anti-social behaviour	●

Priority 18 Key Performance Indicators											
Direct.	Ref.	Definition	07/08 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Average 05/06	Top Quartile 05/06	Bottom Quartile 05/06
CEX	CEX CS 001	Reduce overall crime	15524	3802	7758	7025	★		-	-	-
CEX	CEX CS 008	Reduce commercial crime	2551	618	1274	1157	★		-	-	-
CEX	S&SC 01.1a LAA	Reduce violent crime (LAA Stretch)	3341 (Stretch)	880	1668 (Stretch)	1672	●	Closer on target than previous reporting period of 46 offences above. Deficit on target reduced to only 4 offences away to meeting this target. Joint Activity Group (JAG) continues to target hotspots identified through NIM with various interventions. Binge drinking/alcohol media campaign re-	-	-	-

Priority 18 Key Performance Indicators											
Direct.	Ref.	Definition	07/08 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Average 05/06	Top Quartile 05/06	Bottom Quartile 05/06
								launch in the planning stages. Success with Operation Imbibe targeted early intervention in hotspots. Bottle Watch, partnership working to reduce availability of alcohol to under age drinkers still to be activated			
CEX	S&SC 01.1b LAA	Reduce criminal damage (LAA Stretch)	5388 (Stretch)	1232	2694 (Stretch)	2173	★	Significantly better than target. JAG activities directed in a pre-emptive direction to minimise losing this target to the seasonal expected rise around Halloween and Bonfire Night	-	-	-
CEX	S&SC 01.1ci LAA	Maintain reporting levels of domestic abuse incidents	3300	704	1650	1326	▲	Quarter performance 324 incidents below target and gap increased over last quarter. The full effects of the Independent Domestic Violence Advisors (IDVA's) and the vulnerable persons unit have yet to make an impact. Increased awareness campaign currently ongoing using the retail industry and it is expected that awareness will also increase once the Safe and Sound web site is implemented. Further activities to be discussed at JAG	-	-	-
CEX	S&SC 01.1d LAA	Reduce thefts of motor vehicles (LAA Stretch)	1382 (Stretch)	270	690 (Stretch)	492	★	Substantially better than target. 210 offences below the target. Control plans for this crime category applied as required	-	-	-

Priority 18 Risks					
Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
CEX	1695	Failure to meet the community safety partnership targets	Dawn Hewitt	L	L

Safety Matters Priority 19

Anti social behaviour and reassurance

Priority 19 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
19.1a	Develop the cross agency anti- social behaviour unit (ASBU) and	Dawn Hewitt (CEX)	Liaison continues with private sector housing. SLA being drafted to take on commercial noise nuisance. Police officer seconded to team as case work officer	●
19.1b	Identify cross agency teams to contribute to the ASBU	Dawn Hewitt (CEX)		
19.1c	Develop Anti Social Behaviour Unit team	Dawn Hewitt (CEX)	Developed and working to dept objectives	★
19.2a	To reduce anti-social behaviour in the borough by reviewing potential ASBO cases in the pipeline to ensure that resources will be available and identify potential problems at an early stage	Mohammed Farooq (L&P)	No cases concluded this quarter. Two contested hearings listed for mid-November	▲
19.3a	Through the reassurance initiative reduce fear of crime and increase public confidence	Phil Dent (CEX)	Further progress made towards go live date for website. Reassurance group now fully established and considering its activities	★
19.4a	Reduce incidents of racially aggravated crimes	Andy Winning (CEX)	Family intervention practitioner recruited and in post. Currently working on a number of cases	●
19.4b	Build respect in communities and reduce its impacts on ant-social behaviour	Andy Winning (CEX)		

Priority 19 Key Performance Indicators											
Direct.	Ref.	Definition	07/08 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Average 05/06	Top Quartile 05/06	Bottom Quartile 05/06
CEX	CEX CS 006	Reduce the number of incidents of racially aggravated crime	293	79	146	124	★		-	-	-
L&P	L&P LDS 134	Percentage of ASBO applications that result in a successful legal outcome	80%	0%	80%	0%	▲	No cases concluded this quarter. Two contested hearings listed for mid-November	-	-	-

Priority 19 Risks


Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
CEX	1696	Failure to impact upon anti-social behaviour	Andy Winning	L	L
L&P	1685	Failure to obtain Anti Social Behaviour Orders	Philip Tart, Mohammed Farooq, Jalil Karim	M	M

Safety Matters Priority 20

Substance misuse

Priority 20 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
20.1a	Implement the Drugs Intervention Programme (DIP) improving client engagement action plan	Dawn Hewitt (CEX)	Evaluation of DIP – Scoping exercise has taken place to ascertain what should be included in the evaluation of the DIP in Dudley. KPIs are not being met for a number of reasons. An improvement plan is in place to address under performance and work with the Treatment Provider has been undertaken by the DIP Data Manager and the DIP Manager	●
20.1b	Reduce harm caused by illegal drugs	Dawn Hewitt (CEX)	Continued work in respect of Harm Reduction Strategy. Continued work by partners and providers and the Drug Alcohol Action Team (DAAT). Needs Assessment Exercise and Treatment Planning to commence in respect of 2008/9 Adult Drug Treatment Plan	●
20.1c	Ensure adults and young people have access to drug treatment services	Dawn Hewitt (CEX)	Needs Assessment Exercise and Treatment Planning to commence in respect of 2008/9 Adult Drug Treatment Plan	●
20.1d	Reduce the harm caused by alcohol	Dawn Hewitt (CEX)	On going discussions/work in respect of taking the Alcohol Strategy forward. Links now made with Public Health. A meeting with Val Little (Public Health) and other partners to map progress to date in respect of the current Alcohol Strategy and agree “next step	●
20.2a	Appropriate education, prevention and early intervention programmes in place	Audrey Heer (CEX)	Currently 57% of schools have achieved National Healthy Schools standard against national expectation of 55% by December 07. A number of meetings with stakeholders including community groups and young people’s forums to obtain feedback to inform Consultation on future Drug Strategy. Consultation with BME young people to agree workshop subject areas for 12 week programme in Lye area	★
20.2b	Ensure staff working with children and young people are appropriately trained	Audrey Heer (CEX)	Screening and referral protocols moved from amber to green rating. A series of Tier 1 and Tier 2 training programmes undertaken including screening and referral process to the young people specialist treatment service. Additional training undertaken on cannabis, parental drug use and motivational and behaviour changes	●
20.2c	Appropriate young person centre treatment services commissioned	Audrey Heer (CEX)	Meetings held to discuss implementation of Memorandum of Understanding developed between DfES and National Treatment Agency to ensure every young person has access to high quality substance misuse treatment provision when they need it. This will result in additional monitoring and performance management reporting. NB: 103 young people in treatment at the Zone young people’s service equating to 12% of total population in treatment services	★
20.3a	Increase public awareness of the harm caused by alcohol to individuals, families and communities	Sue Haywood (CEX)	NRF bids submitted to strengthen capacity to undertake work in respect of alcohol	●
20.3b	Reduce public perception of drug dealing and drug use as a problem	Sue Haywood (CEX)	Discussions with Marcomms to discuss how to take forward Tackling Drugs Changing Lives Campaign	●

Priority 20 Critical Success Factors

Ref.	Description	Lead Officer	Updates	Status @ Q2
20.4a	Align the Prolific & other Priority Offenders (PPO) and the Drugs Intervention Programme (DIP) working arrangements as required by the Home Office	Will O'Connor (CEX)	Continued work on aligning DIP/PPO agenda and working with the DIP Central Police Team and relevant Safe & Sound partners to develop a High Crime Causing User Scheme in Dudley. Terms of Reference Completed in respect DIP/PPO Steering Group for discussion at December's Steering Group Meeting	

Priority 20 Key Performance Indicators

Direct.	Ref.	Definition	07/08 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Average 05/06	Top Quartile 05/06	Bottom Quartile 05/06
CEX	CEX CS 003/S&SC 04.2 LAA	To increase the number of people in treatment for drug misuse	1285	844	642			Quarter 2 information will not be available until November 2007	-	-	-

Priority 20 Risks

Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
CEX	1695	Failure to meet the community safety partnership targets	Dawn Hewitt	L	L

Quality Service Matters Priority 22 Customer access to services

Priority 22 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
22.1a	Produce and implement a strategy to support corporate transformation through service redesign and efficiency savings including service transfers to Dudley Council Plus	Tony Hinkley (CEX)	i) Housing application process improved and in place from 1 st October in advance of choice based lettings. There has been further progress with regard to civil parking services and processing of fine payments in particular. li) Major service transfer on hold pending report from consultants requested by Leader of the Council. However, work to identify further efficiencies in DCP has taken place with some resultant improvements already in place, others to follow. lii) Four smaller housing service lines have gone live this quarter	●
22.2a	Identify appropriate locations and secure agreements for the continued development and growth of the Dudley Council Plus network so as to improve customer access across the borough	Tony Hinkley (CEX)	Awaiting results of PA Consulting review	▲
22.3a	Joint work with directorates and CATS team to facilitate the effective. and efficient transfer of services to Dudley Council Plus.	Tony Hinkley (CEX)	Service transfer on hold awaiting results of PA Consulting review	▲
22.4a	Provide services to give the electorate the opportunity to apply to vote by post/proxy	Ali Mason (CEX)	Ongoing registration forms issued including tick box, 5000 new requests for absent voting facilities received to date. Residents can now request absent voting facilities via digital TV	●

Priority 22 Key Performance Indicators											
Direct.	Ref.	Definition	07/08 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Average 05/06	Top Quartile 05/06	Bottom Quartile 05/06
CEX	CEX DCP 003	% of Dudley Council Plus telephony answered within 30 seconds	80%	63.4%	80%	60.15%	▲		-	-	-
CEX	CEX DCP 004	% of calls to the authority's switchboard answered within 30 seconds	80%	83.1%	80%	84.05%	●		-	-	-
CEX	CEX DCP 008	% customers to Dudley Council Plus seen by a Customer Services Adviser within 10 minutes	80%	89.39%	80%	92.31%	★		-	-	-
CEX	CEX DCP 016	% customers to Dudley Council Plus making cash payments within 10 minutes	80%	92.2%	80%	94.1%	★		-	-	-

Priority 22 Risks					
Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
CEX	1501	Failure to improve access to council services	Tony Hinkley	L	L

Quality Service Matters Priority 24 ICT Strategy and E-Government

Priority 24 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
24.2a	Support the continued ICT needs of Dudley Council Plus	Dave Cook (FIN)	Subject to requests received	●

Priority 24 Risks					
Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
FIN	496	Failure to meet government initiatives	Mike S. Williams	L	L
FIN	1719	Failure to provide prompt services	Mike N. Williams	M	L
FIN	1719	Failure to understand business need	Mike N. Williams	M	L

Quality Service Matters Priority 27 Effective partnerships – ensure the council provides appropriate leadership to secure collaborative partnerships that make a difference

Priority 27 Critical Success Factors				
Ref.	Description	Lead Officer	Updates	Status @ Q2
27.1a	Continuous development and performance management of the hierarchy of plans to ensure the council delivers against the priorities of the community strategy.	Geoff Thomas (CEX)	Process complete	●
27.2b	Support quarterly performance reports for the Partnership Performance Management Group and 6 monthly reports for Government Office West Midlands (GOWM)	Jennie Webb (CEX)	Second quarter LAA reports published from P+ to the DCP website on the 16 th October as planned. Half year review submitted to Government Office West Midlands	●
27.2c	Support Thematic partnership performance management	Jennie Webb (CEX)	Continue to work with the Dudley Community Partnership and Strategic Research & Intelligence to support the process	●
27.3a	Customer satisfaction; development of a coordinated approach to customer satisfaction and engagement.	Andy Wright (CEX)		●
27.3b	Coordinate the annual and quarterly reports on planned consultation	Andy Wright (CEX)	Achieved to date. Corporate consultation database improved and future generation of report from the database	★
27.4a	Further development of the Local Strategic Partnership website to hold management intelligence linked to the Local Area Agreement and Community Strategy.	Andy Wright (CEX)	Quarters 1 and 2 LAA performance briefing books have been made available. Further improvements to be made and addition to website content.	●
27.5c	Review of local Neighbourhood Renewal strategy	John Hodt (CEX)	Dependent on outcome of review of Neighbourhood Management service; but effectively this is being progressed as part of the Next Generation LAA	●

Priority 27 Risks

Directorate	Magique Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
CEX	1566	Failure to develop efficient partnership working	Geoff Thomas	L	L
CEX	1694	Failure to develop a management structure to deliver the Community Strategy	Andy Wright	L	L
CEX	1708	Failure to identify customer expectations of council services	Andy Wright	L	L

Appendix 3

Local Area Agreement Performance Indicators Stretch Targets

As a round three area, Dudley's Local Area Agreement (LAA) came into force in April 2007. The LAA is an agreement between central government and Dudley Community Partnership about which local priorities will be met and how specific government money will be spent.

Government required our LAA to be divided into 4 'blocks':

- Children & Young People
- Economic Development & Enterprise
- Healthier Communities & Older People
- Safer & Stronger Communities

The Safer & Stronger Communities block falls within the terms of reference of the Select Committee. In each block there is a range of outcomes agreed by all stakeholders as key priorities for Dudley Borough, together with the performance indicators that will provide the basis for monitoring and reporting. The outcomes reflect national priorities set by government and local priorities identified in the Dudley Community Strategy.

A number of the performance indicators were negotiated with Government Office West Midlands as stretched targets attracting Performance Reward Grant (PRG). PRG is paid on the achievement of at least 60% of the stretch target. This section highlights the indicators with stretch targets included in the LAA, with year to date performance where available. In addition, the tables in the following pages show the total PRG available together with an estimation of the proportion of this grant that would be awarded based on current performance. *This information is a guide and not an actual indication of how much reward we will receive.*

Traffic light indicators denote year to date performance as follows:

- ★ Performance is better than target limits
- Performance is within target limits
- ▲ Performance is worse than target limits

Those marked **KPI** are Key Council Plan Performance Indicators.

Use the link below to access further information on the LAA:

<http://www.dudleylsp.org/local-area-agreements>

LAA Safer & Stronger Communities Block Stretch Targets

Direct. / Agency	Thematic P'ship	Ref.	Definition	Baseline	07/08 Stretch Target	Q2 YTD Stretch Target	Q2 YTD Actual	Q2 YTD Status	08/09 Stretch Target	09/10 Stretch Target	Performance Reward Grant (PRG)	PRG to be awarded based on performance YTD
Safe & Sound	Safe & Sound	SSC01.1a KPI	Number of violent crimes	3370.92	3341	1668	1672	●	3277	3213	£820,000	£820,000
Safe & Sound	Safe & Sound	SSC01.1b KPI	Number of incidents of criminal damage	5532	5388	2694	2173	★	5190	4991	£610,000	£492,030
Safe & Sound	Safe & Sound	SSC 01.1cii	% repeat victim rate of domestic violence	37.6%	35.35%	35.35%	35.8%	▲	33.1%	30.85%	£615,000	No PRG based on Q2 results
Safe & Sound	Safe & Sound	SSC 01.1ciii	Number of sanctioned detections for domestic violence crime incidents	724.92	750	372	318	▲	775	800		No PRG based on Q2 results
Safe & Sound	Safe & Sound	SSC 01.1civ	Number of offences brought to justice	138	316	156	204	★	333	350		£205,000
Safe & Sound	Safe & Sound	SSC01.1d KPI	Number of recorded crime incidents for theft of motor vehicle	1405.92	1382	690	492	★	1330	1280	£350,250	£249,743
CEX	Stronger	SSC06.3a	Number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least 2 hours per week over the past year	TBA	TBA	Annually reported			TBA	TBA	£680,000	Annually reported

Directorate Reporting

This section provides detailed reporting on Directorate progress towards Directorate Strategic Plan objectives and exception reporting on Best Value and Local Performance Indicators not included in the Council Action Plan reporting.

In particular, Directorates are asked to report on any significant variation from anticipated progress, new pressures arising within the Directorate having implications for performance and to advise on proposed actions to be taken.

Directorates also report on any significant achievements of note during the period, such as any external accreditation, nomination for awards or positive publicity.

Quarterly Directorate Issues Report

Directorate: Chief Executive's	2007-08 Quarter 2
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1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority (inc. Ref.)	Comment and Proposed Action
Safety Matters 20. Reducing crime and victims of crime in Dudley	Overall crime has reduced and continues to fall in areas of criminal damage and vehicle crime. Violent crime has also seen a reduction. Repeat incidents of domestic violence have risen slightly during the quarter
Safety Matters 21.2a Reduction of young people using drugs and alcohol	<p>Currently 57% of schools have achieved National Healthy Schools standard against national expectation of 55% by December 2007. Meetings have been held to discuss 'working outside of the box' drug education pilots and agree process of application and outcomes. Health Promoting Schools Scheme (HPSS) has match funded C&YPSM Group funding which will increase numbers of schools participating to 4</p> <p>A number of meetings with stakeholders including community groups and young people's forums to obtain feedback to inform Consultation on future Drug Strategy</p> <p>Consultation with BME Young People to agree workshop subject areas for 12 week programme in Lye area</p>

2. DIRECTORATE PERFORMANCE INDICATORS –REPORTING BY EXCEPTION

Performance Indicator	Comment and Proposed Action
CEX DCP 003 % telephony answered within 30 seconds	<p>▲ Actual 56.9% Target 80%</p> <p>Performance remains below target. There has been a further increase of 6.9% in customer calls to this channel. The increase is positive but this has had an impact on how efficient the centre is processing call volume and we have experienced an increase in the number of calls abandoned via this channel. See graph (Figure 1).</p>

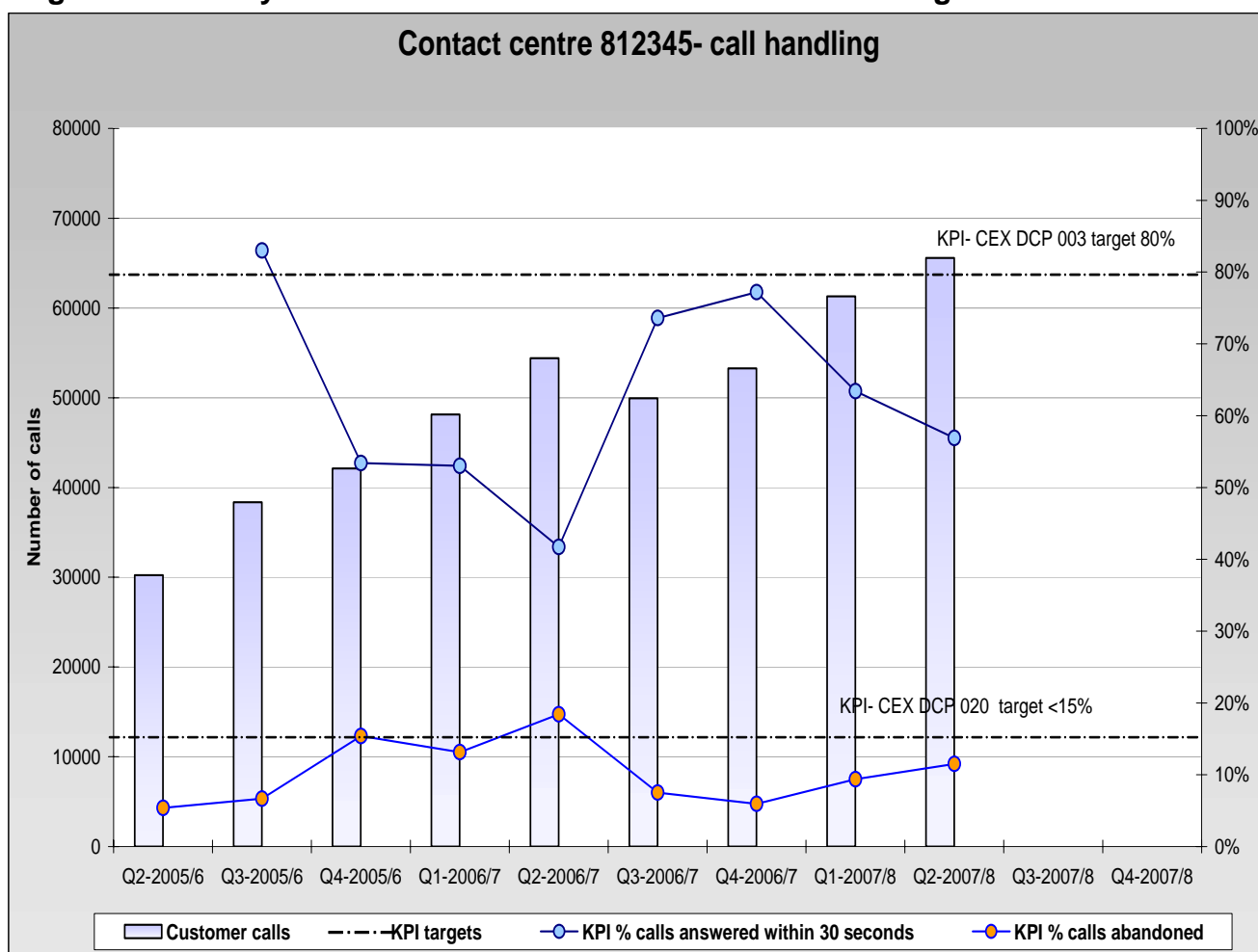
3. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- The number of customers contacting Dudley Council Plus via the contact channel (812345) continues to increase each reporting quarter.
- The switchboard channel (818181) maintains a high level of performance achieving 85% of calls answered with in 30 seconds, with an abandoned rate of only 5.5%
- Since April 2007 we have received a total of 243,148 calls via these two contact channels.
- During quarter 2, an adviser saw 95% of Dudley Council Plus face-to-face customers within 10 minutes and 96% of customers making cash payments accessed the service within 10 minutes.
- Membership to the Castle & Crystal Credit Union continues to grow since the move to a more prominent town centre location.

Dudley Council Plus Management Information

The following table and graph shows how well the customer contact centre is handling call volumes through the main contact centre number 812345 and compares the Quarter 2 figures with previous reported figures beginning with figures for Quarter 2 of 2005/06.

Figure 1 – Dudley Council Plus - Contact Centre – Call Handling



Contact centre 812345	2005/6			2006/7				2007/8	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Customer calls	30241	38351	42135	48132	54400	49920	53265	61307	65580
% abandoned CEX DCP 020	5.37	6.65	15.4	13.1	18.4	7.5	5.9	9.3	11.5
%response rate CEX DCP 003		83	53.4	53.0	41.7	73.6	77.2	63.4	56.9