


# Monitoring the delivery of the Council Plan





To deliver the best possible outcomes for our residents we will regularly monitor and review progress through our Key Performance Indicators. These are aligned to each of our strategic themes and outcomes and will be reported on a quarterly basis to the Council's Leadership Team, Cabinet and to the Budget and Corporate Scrutiny Management Board, along with updates on key projects and pieces of work. Further details on the Council's Performance can also be provided as required from the Directorate and Service Level performance indicators that are monitored and reported internally.

This process will provide a comprehensive view of how the objectives set out in the Council Plan are being met, painting a clear picture of the Council's operational effectiveness and strategic direction, as well as transparency and accountability in the Council's activities.



# Growing up in Sandwell



## GROWING UP IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Children and young people are given the best start in life and are well prepared for school</p>	<p>Speech, language and communication development</p> <p>Current statutory Duty and Extended Entitlement Offer</p>	<ul style="list-style-type: none"> <li>• Ensuring there are good quality childcare places for children 0-4 of working parents to take up their 30 hours funded place by September 2025 - Number of places</li> <li>• To ensure that all working parents of children aged 4-11 have access to wraparound childcare during term if they require it - Number of new places created</li> <li>• The percentage of children achieving a Good Level of Development in the Early Years Foundation Stage</li> </ul>	
<p>Children and young people make good progress at school from preschool to when they leave school age 16 – ambition to reach national standard</p>	<p>Development of the primary and secondary curriculum</p> <p>Leading Learning and Teaching</p>	<ul style="list-style-type: none"> <li>• Educational Attainment Sandwell All Pupils – attainment at the expected level or above in reading, writing and maths at KS2 and KS4 attainment of English and maths at GCSE Grade 5 or above</li> <li>• % of (All) Schools 'Good' or 'Outstanding' OFSTED rating</li> </ul>	
<p>Children and young people have good levels of attendance at school</p>	<p>New Attendance campaign "Miss School Miss Out "</p>	<ul style="list-style-type: none"> <li>• % of pupils with persistent absence (10% or more sessions missed): Primary</li> <li>• % of pupils with persistent absence (10% or more sessions missed): Secondary</li> </ul>	

# GROWING UP IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Children and young people in Sandwell are able to grow up in a safe, stable loving home</p>		<ul style="list-style-type: none"> <li>• Rate of Children on a Child Protection Plan at period end (Rate per 10,000)</li> <li>• Rate of Children in Care at period end (Rate per 10,000)</li> <li>• % of CYP that have had 3 or more placement moves in the last 12 months</li> </ul>	
<p>Children and young people are supported to lead happy and healthy lives with access to a range of opportunities for positive activities, play and having fun</p>	<p>Child Friendly Sandwell - development plan</p> <p>Play sufficiency assessment - action plan</p> <p>SHAPE Youth Forum</p> <p>Emotional Wellbeing Programme</p>	<ul style="list-style-type: none"> <li>• Number of children and young people engaging in council led activities across Sandwell via Go Play, the Youth Service, SHAPE and Child Friendly Sandwell Activity</li> <li>• Number of Early Years settings and schools that have achieved the Emotional Health and Well Being (EHWB) charter mark</li> <li>• Under 16 issue figures (physical &amp; electronic to include books, audiobooks, magazines &amp; comics)</li> <li>• The number of free activities for children in libraries and museums</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of children in Reception who are overweight or obese</li> <li>• Proportion of children in Year 6 who are overweight or obese</li> </ul>

# GROWING UP IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Children, young people and their families receive the right support, in the right place, at the right time</p>	<p>Early Help offer (<a href="https://www.sandwellcsp.org.uk/wp-content/uploads/2024/04/Early-Help-Strategy-Apr-2022-1.pdf">https://www.sandwellcsp.org.uk/wp-content/uploads/2024/04/Early-Help-Strategy-Apr-2022-1.pdf</a>)</p>	<ul style="list-style-type: none"> <li>• Early Help - Number of Children/Young People receiving intervention</li> <li>• Out of the total number of open Single Assessments, the percentage of assessments completed within 45 working days</li> <li>• Vacancy Rate (% of case holding social worker posts not filled by a permanent employee)</li> </ul>	
<p>All children and young people have the same opportunities to achieve their full potential and are supported by adults, including parents and carers, to establish high aspirations</p>	<p>SEND Transport Review SEND Reframe Child friendly Sandwell (for all outcomes) Family Hubs programme (for all outcomes)</p>	<ul style="list-style-type: none"> <li>• Educational Attainment Children we Care for - attainment at the expected level or above in reading, writing and maths at KS2 and KS4 attainment of English and maths at GCSE grade 5</li> <li>• Attainment rates for those with EHCP and SEN support at the expected level or above in reading, writing and maths at KS2, KS4 Attainment 8</li> <li>• Percentage LA disadvantaged pupils nationally at KS2, achieving the expected standard in reading, writing and maths and at KS4 attainment of English and maths at Grade 5</li> <li>• % EHCP 20 week completion rate, including exceptions</li> </ul>	
<p>Children and young people have the right skills and support to take the next step in their life, and are well prepared for adulthood.</p>	<p>Employment and Skills Strategy Corporate Parent Strategy</p>	<ul style="list-style-type: none"> <li>• % of 16s and 17s not in employment, education or training/not known (NEET/NK)</li> <li>• Number of work experience placements</li> </ul>	<ul style="list-style-type: none"> <li>• 18-24 claimant count in receipt of universal credit</li> </ul>

# Living in Sandwell



# LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Clean, well maintained public spaces and assets	<p>Improving recycling rates - inc to high rise blocks</p> <p>Neighbourhood Strategy</p> <p>Allotment Strategy</p>	<ul style="list-style-type: none"> <li>• Resident satisfaction - cleanliness of neighbourhood (resident survey)</li> <li>• Improved street and environmental cleanliness</li> <li>• Household waste recycled and composted (Oflog)</li> <li>• Residual household waste per household (Oflog)</li> <li>• Recycling contamination rate (Oflog)</li> <li>• The number of missed bins (not remedied within 24 hours) per 100,000 collections</li> <li>• Make safe hazardous waste on public (contract maintained) land within 4 hours and remove within 24 hours</li> <li>• Remove fly tips on public (contract maintained) land within 24 hours</li> <li>• The number of new trees planted</li> </ul>	
Quality green spaces	<p>Sandwell Valley Master Plan.</p> <p>Service standards on our green spaces</p> <p>Neighbourhood Strategy</p>	<ul style="list-style-type: none"> <li>• Resident satisfaction with Green spaces (resident survey)</li> <li>• The number of Friends Groups in parks working in Partnership with The Council</li> </ul>	
Residents Feel Safe in their communities during the day and at night	<p>Community Cohesion Strategy</p> <p>Improve the MARAC process for domestic violence and abuse</p> <p>Strengthen our approach and raise awareness across partner agencies, businesses and communities, to address modern slavery and work collaboratively to target perpetrators and support victims.</p> <p>Work with partners and agencies to ensure that there is a joined up and effective approach to hate crime.</p>	<ul style="list-style-type: none"> <li>• How safe people feel in the day (residents survey)</li> <li>• How safe to people feel at night (residents survey)</li> </ul>	<ul style="list-style-type: none"> <li>• Total recorded crime in Sandwell</li> <li>• Domestic Abuse incidents in Sandwell reported to police</li> <li>• The number of cases referred to MARAC</li> </ul>



# LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Safe and affordable homes	Housing Strategy Neighbourhood Strategy	<ul style="list-style-type: none"> <li>• PRS – Number of tenant complaints /LL interventions closed with positive outcomes</li> <li>• % of responsive repairs completed in timescale</li> <li>• Number of long term empty homes brought into use</li> <li>• Satisfaction with the overall service provided</li> <li>• Housing Compliance Health Check (Over 6 key areas)</li> <li>• Homes that do not meet the Decent Homes Standard (to include proxy measure modelled on stock data to date)</li> <li>• Total households in Temporary Accommodation</li> <li>• Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty)</li> </ul>	
Improve outcomes for local people on local issues	Neighbourhood Strategy	<ul style="list-style-type: none"> <li>• Net promoter score for Libraries</li> <li>• The number of library visits in person</li> <li>• The number of community activities &amp; events held in libraries or online</li> <li>• Over 16 issue figures (physical &amp; electronic to include books, audiobooks, magazines &amp; comics)</li> <li>• Number of visits to Community Hubs</li> <li>• One Stop Shop – numbers of customers seen</li> <li>• One Stop Shop – top 3 services</li> </ul>	
Residents have resilience to achieve real change in financial circumstances.	Welcoming spaces in all libraries	<ul style="list-style-type: none"> <li>• The total number of people assisted by the Welfare Rights Service to claim additional benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Child Poverty Rate</li> <li>• Out of work benefits rate</li> <li>• Median income</li> <li>• Economic inactivity</li> </ul>
Residents in all parts of the borough have the skills and resources to access digital services	Digital Inclusion Strategy Community based digital offer Deliver free pc access and Wi-Fi in libraries	<ul style="list-style-type: none"> <li>• % of residents who are aware of the availability of Social Tariffs</li> <li>• % of residents feel confident to complete basic tasks in the online world</li> <li>• Number of Databanks in Sandwell</li> <li>• % of contacts received through MySandwell</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Full Fibre Broadband across Sandwell</li> <li>• Percentage of Gigabit Broadband across Sandwell</li> </ul>

# Healthy in Sandwell



# HEALTHY IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>People to lead healthy lives in their community and live well for longer</p>	<p>ASC Transformation programme            HDRC            Community Health Needs Assessment            Air Quality Action Plan            Development of the carers service (using BCF and other funding sources)            Better Mental Health grants and initiatives</p>	<ul style="list-style-type: none"> <li>• Quality of life of people who use services (Oflog)</li> <li>• Proportion of people using social care who receive self-directed support, and those receiving direct payments</li> <li>• Number of VCS settings that have achieved the EHWP charter mark</li> <li>• % residents self-reporting improvement in their wellbeing following engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of adults who are physically active</li> <li>• Proportion of children and young people who are physically active</li> <li>• Smoking prevalence</li> <li>• The dementia diagnosis rate</li> <li>• Self-reported wellbeing - people with a low satisfaction score</li> <li>• Self-reported wellbeing - people with a low worthwhile score</li> <li>• Self-reported wellbeing - people with a low happiness score</li> <li>• Self-reported wellbeing - people with a high anxiety score</li> </ul>
<p>Peoples needs for care and support are reduced or prevented through early intervention and prevention programmes</p>	<p>Investment in prevention and early intervention programmes            ASC Transformation programme</p>	<ul style="list-style-type: none"> <li>• The proportion of people who received short-term services during the year - who previously were not receiving services - where no further request was made for ongoing support (Oflog)</li> <li>• The proportion of people and carers who use services who have found it easy to find information about services and/or support (Oflog)               <ul style="list-style-type: none"> <li>• % community alarm alerts responded to within 2 hours</li> </ul> </li> <li>• NHS Health Checks</li> <li>• Number of adults completing a tier 2 weight management programme</li> </ul>	<ul style="list-style-type: none"> <li>• Smoking 4-week quits</li> <li>• Smoking at time of delivery</li> <li>• Successful completion of alcohol treatment/drug treatment (opiates)/drug treatment (non-opiates)</li> </ul>
<p>People remain as independent as possible for as long as possible and lead fulfilled lives (re-ablement)</p>	<p>ASC Transformation programme</p>	<ul style="list-style-type: none"> <li>• The proportion of Older people (65 and over) who were still at home 91 days after discharge from hospital</li> <li>• The proportion of people who receive long-term support who live in their home or with family</li> <li>• % of council new build homes meeting accessible and adaptable standards (Council house new build programme only)</li> </ul>	

# HEALTHY IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Carers feel supported in carrying out their caring role</p>		<ul style="list-style-type: none"> <li>• Quality of Life of carers (Oflog)</li> <li>• Overall satisfaction of carers with social services (for them and for the person they care for)</li> <li>• The proportion of carers who report that they have been involved in discussions about the person they care for</li> </ul>	
<p>Residents are protected from harms to their health and wellbeing</p>	<p>Safeguarding Adults Board Strategic Plan</p> <p>Prevention and outbreak management (collaboration with local health partners)</p>	<ul style="list-style-type: none"> <li>• The proportion of people who use services who feel safe</li> <li>• The proportion of (section 42) safeguarding enquiries where a risk was identified, and the reported outcome was that his risk was reduced or removed</li> <li>• The percentage of concluded safeguarding enquiries where the individual or their representative was asked for their desired outcomes were partially or fully met</li> <li>• Number of sites that are non-compliant with the national NO2 air quality objective (40 ug/m3 per annum)</li> <li>• Number of care home sites not meeting infection prevention control compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Drug-related death rate</li> <li>• Vaccine Uptake : Measles, mumps and rubella – (MMR) – 1st and 2nd dose Human Papillomavirus (HPV) Meningococcal (ACWY strains) (MenACWY)</li> <li>• STI testing rate (rate per 100,000)</li> </ul>
<p>Health outcomes for Sandwell's most vulnerable groups are improved and health inequalities are reduced</p>	<p>Better Mental Health Strategy and Action Plan</p> <p>Sandwell Language Network</p>	<ul style="list-style-type: none"> <li>• Sandwell Language Network - number of learners engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of households in fuel poverty</li> <li>• Healthy life expectancy</li> <li>• Infant mortality rate</li> <li>• Premature mortality for those with severe mental illness</li> </ul>

# Thriving in Sandwell



# THRIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Residents and businesses are well connected and have a good travel experience in the borough</p>	<p>Place based plans - across all outcomes?                      Birchley Island Improvement Scheme                      Sandwell Strategic Road Safety Plan                      Highway Infrastructure Management Plan</p>	<ul style="list-style-type: none"> <li>• Reductions in killed and seriously injured by 50% by 2030</li> <li>• Percentage of local authority motorways and A roads that should be considered for maintenance (Oflog)</li> <li>• Percentage of local authority B and C roads that should be considered for maintenance (Oflog)</li> <li>• The % of our unclassified carriageways in Red Risk condition</li> <li>• National Highways and Transportation Public Satisfaction</li> <li>• The number of road safety improvement schemes</li> <li>• The % of potholes that require urgent attention that have been temporarily or permanently repaired within 5 days</li> <li>• Meters of new cycle network</li> </ul>	
<p>Encourage a positive environment where businesses and our community and voluntary organisations are supported to grow and investment into the borough is maximised, creating job opportunities for local residents.</p>	<p>Sandwell Business Growth Plan                      Employment &amp; Skills Strategy</p>	<ul style="list-style-type: none"> <li>• Number of social value delivery plans entered into</li> <li>• New apprenticeships through social value</li> <li>• New jobs created through social value</li> <li>• Number of Businesses supported</li> <li>• Business receiving Financial Assistance or Grants</li> <li>• Value of grants administered through the start-up grant programme</li> <li>• % of major planning applications decided on time (Oflog)</li> <li>• Number of volunteers working in VCS organisations (commissioned by the Council)</li> <li>• Number of people supported by VCS organisations (commissioned by the Council)</li> </ul>	<ul style="list-style-type: none"> <li>• New business births/deaths</li> <li>• Total Jobs</li> <li>• Gross Value Added (total/per head/per employee)</li> <li>• Employment rate</li> </ul>

# THRIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>Sandwell will be a net zero council by 2030 and a net zero borough by 2041</p>	<p>Climate change strategy and action plan Corporate Fleet Strategy</p>	<ul style="list-style-type: none"> <li>• Ratio of diesel to lower emission vehicles in fleet (Serco &amp; Corporate)</li> <li>• A percentage reduction in carbon emissions within our corporate estate and across the wider borough</li> <li>• The number of on-street residential EV charging points installed</li> <li>• Number of homes built achieving M(4)2 standard and an EPC rating of B as a minimum</li> </ul>	
<p>Good homes that are well connected</p>	<p>5 year (HRA) business plan/ rolling 5 year programme Regeneration Pipeline</p>	<ul style="list-style-type: none"> <li>• Number of new council homes built p.a. (Council house new build programme and the high rise programme)</li> <li>• Number of Council homes retrofitted</li> <li>• Satisfaction in place to live – residents survey</li> <li>• ONS wellbeing measure – satisfaction in place to live</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new homes built each year (all homes)</li> </ul>
<p>A thriving cultural, heritage, arts and leisure offer</p>	<p>5 Year Events Strategy Haden Hill Leisure Centre Project Community Sports Plan Local, regional and national events at Sandwell Aquatics Centre</p>	<ul style="list-style-type: none"> <li>• Visits to Forge Mill Farm</li> <li>• Visits to Sandwell Valley visitor centre</li> <li>• Event attendance at Sandwell Valley</li> <li>• Event attendance at Parks and Open Spaces across the borough</li> <li>• Visits to Leisure centres (SLT)</li> <li>• Number of visitors to Sandwell Events</li> <li>• No of externally organised events (through event application)</li> <li>• The number of Arts and cultural events delivered in libraries and museums</li> </ul>	



# ONE COUNCIL ONE TEAM





# ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>High quality inclusive services for all of our customers</p>	<p>Customer Journey Strategy</p>	<ul style="list-style-type: none"> <li>• Revs and Bens Contact Centre Average Wait Measure</li> <li>• Revs and Bens Contact Centre Abandonment Rate</li> <li>• Adult Contact Centre Average Wait Measure</li> <li>• Adult Contact Centre Abandonment Rate</li> <li>• Corporate Contact Centre Abandonment Rate</li> <li>• Corporate Contact Centre Average Wait Measure</li> <li>• Corporate Contact Centre – Call satisfaction</li> <li>• We will process new housing benefit claims in 22 days</li> <li>• We will process housing benefit changes in circumstances in 8 days</li> <li>• SARs compliance with timescales</li> <li>• FOI compliance with timescales</li> <li>• Average working days for Stage 1 complaints (excl. ASC) to be responded to</li> <li>• Average working days to respond to Cllr enquiries</li> <li>• Average working days to respond to MP enquiries</li> <li>• % of complaints received that are at stage 2</li> <li>• One Stop Shop – customer satisfaction</li> <li>• MySandwell – Satisfaction from process submissions (out of 5)</li> <li>• MySandwell – Satisfaction following enquiry closure</li> <li>• Customer satisfaction measure (residents survey)</li> </ul>	
<p>The Council understands and works with the community and has a diverse and engaged workforce representative of the local community.</p>	<p>EFLG framework/audit People Strategy</p>	<ul style="list-style-type: none"> <li>• The percentage of top 5% of earners that are women</li> <li>• The percentage of top 5% of earners from black and minority ethnic Communities</li> <li>• The percentage of top 5% of earners who have a disability</li> <li>• The percentage Disabled employees</li> <li>• The percentage Ethnic Minority employees</li> </ul>	

# ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities</p>	<p>MTFSTransformation StrategyAsset Management System</p>	<ul style="list-style-type: none"> <li>• Variance from budget - General Fund</li> <li>• Variance from budget - Housing Revenue Account</li> <li>• Council Tax Collection (Oflog)</li> <li>• Business Rates Collection</li> <li>• Rent collected as a % of rent due (including arrears brought forward)</li> <li>• Debt servicing as percentage of core spending power (Oflog)</li> <li>• Total debt as a percentage of core spending power (Oflog)</li> </ul>	
<p>An outstanding corporate parent, with all of the young people in our care reaching their full potential</p>	<p>Corporate Parenting Strategy</p>	<ul style="list-style-type: none"> <li>• Care experienced young people 19-21 in Employment, Education and Training (EET)</li> <li>• Care experienced young people 19-25 in Employment, Education and Training (EET)</li> <li>• Care experienced and Children in Care apprenticeships filled (borough wide)</li> <li>• Care experienced and Children in Care apprenticeships filled (Council)</li> <li>• Children in Care Work experience placements</li> <li>• The proportion of Sandwell Care Leavers with live Housing applications at the end of the previous quarter housed in this quarter</li> </ul>	

# ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
<p>An employer of choice with an engaged, high performing workforce</p>	<p>People Strategy</p>	<ul style="list-style-type: none"> <li>• Average applications per vacancy</li> <li>• Percentage of vacancies filled</li> <li>• Employee engagement survey : Employee Engagement Score</li> <li>• Apprentices as percentage of FTE employees (entry level)</li> <li>• Average working days lost per employee due to sickness absence (FTE)</li> <li>• % of working days lost due to sickness absence</li> <li>• % annual reviews completed (as of 2025)</li> <li>• % Staff turnover</li> <li>• Voluntary leavers as a % of total leavers (voluntary turnover)</li> </ul>	
<p>Clear and transparent decision making and effective governance (data driven)</p>	<p>Governance Review            ICT/Digital Strategy            Member and officer development            Better utilisation of data/            AI/technology</p>	<ul style="list-style-type: none"> <li>• Members with PDPs</li> <li>• % of Council Staff / Members completed child rights training</li> </ul>	
<p>All of our residents, including our children and young people, are active participants in influencing change – through being listened to, their opinions are heard and valued.</p>	<p>Child Friendly Borough</p>	<ul style="list-style-type: none"> <li>• Response rate for Citizenspace consultations</li> <li>• Response rate for SHAPE Survey</li> <li>• Number of School Councils engaging with the Council</li> <li>• Children's rights impact assessments</li> </ul>	