

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
Children and young people are given the best start in life and are well prepared for school	Speech, language and communication development Current statutory Duty and Extended Entitlement Offer	- Percentage of children achieving a good level of development in the (Early Years Foundation Stage (EYFS) profile assessment at the end of the academic year in which they turn 5 years of age - The number of good quality childcare places, for children aged 0–4 of working parents, to enable them to take up their 30 hours funded place by September 2025 - The number of 'wraparound' childcare places to enable all working parents of children aged 4–11 to have access to childcare during term if they require it, by September 2025	
Children and young people make good progress at school from preschool to when they leave school age 16 – ambition to reach national standard	Development of the primary and secondary curriculum Leading Learning and Teaching	- Educational Attainment: percentage of all pupils in Sandwell schools attaining the expected standard or above in reading, writing and maths at the end of Key Stage 2 (Year 6) - Educational Attainment: percentage of all pupils in Sandwell schools achieving a Grade 5 (strong pass) or above in both English and Maths at the end of Key Stage 4 (Year 11) - Educational Attainment: percentage of disadvantaged pupils in Sandwell schools achieving a Grade 5 (strong pass) or above in both English and Maths at the end of Key Stage 4 (Year 11) - Educational Attainment: percentage of disadvantaged pupils in Sandwell schools attaining the expected standard or above in reading, writing and maths at the end of Key Stage 2 (Year 6)	
Children and young people have good levels of attendance at school	New Attendance campaign "Miss School Miss Out "	- Percentage of Sandwell primary school pupils classified as persistently absent (missing 10% or more of morning or afternoon sessions) during the academic year - Percentage of Sandwell secondary school pupils classified as persistently absent (missing 10% or more of morning or afternoon sessions) during	

GROWING UP IN SANDWELL

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		- the academic year - Percentage of sessions attended by Sandwell primary school pupils over the academic year - Percentage of sessions attended by Sandwell secondary school pupils over the academic year - The rate of Secondary school permanent exclusions per 100 pupils - The rate of Secondary Pupils with 1 or more suspension per 100 pupils	
Children and young people in Sandwell are able to grow up in a safe, stable loving home		- Rate of Children on a Child Protection Plan at the end of each quarter (Rate per 10,000) - Rate of Children in Care at the end of each quarter (Rate per 10,000 children) - The percentage of children and young people we care for, who have had 3 or more placement moves (Foster, Family, Residential or other) in the last 12 months	
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	Child Friendly Sandwell – development plan Play sufficiency assessment – action plan SHAPE Youth Forum Emotional Wellbeing Programme	- Number of children and young people engaging in council led activities across: Sandwell via Go Play (A project that provides free, inclusive play sessions and events for children and young people aged 6–12), Holiday Activities and Food (HAF) programme, SHAPE (A "child's voice" initiative by the council to give young people a say in the services that affect them) and Child Friendly Sandwell Activity (A initiative by Sandwell Council in partnership with UNICEF UK to make the borough a safer, fairer, and more welcoming place for children and young people) - Number of children and young people engaging in council led activities across the Youth Service - The number of physical and electronic items including books, audiobooks, magazines and comics issued by libraries to children under the age of 16 year old - The take up of free activities that are available in libraries for children under the age of 16 years old - The percentage of schools (including primary, secondary and specialist provision) that have	- Proportion (percentage) of children in Reception (usually aged 4 to 5 years old) who are overweight or obese on measurement of their body mass index (BMI) - Proportion (percentage) of children in Year 6 who are overweight or obese on measurement of their body mass index (BMI)

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		- achieved the Emotional Health Wellbeing charter mark awarded by Sandwell MBC - The number of early years settings (a childcare or educational setting that provides care and learning experiences for children from birth to age five) that have achieved the Emotional Health Wellbeing charter mark awarded by Sandwell MBC	
Children, young people and their families receive the right support, in the right place, at the right time	Early Help offer (https://www.sandwellcsp.org.uk/wp-content/uploads/2024/04/Early-Help-Strategy-Apr-2022-1.pdf)	- The number of children and young people receiving Early Help intervention (providing support to children, young people, and families as soon as a problem emerges or before a problem escalates) - Out of the total number of Single Assessments completed (a process where a social worker evaluates a child's needs and the family's capacity to meet those needs), the percentage of assessments completed within 45 working days from the referral date	
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	SEND Transport Review SEND Reframe Child friendly Sandwell (for all outcomes) Family Hubs programme (for all outcomes)	- Educational Attainment: Percentage of Sandwell children in care achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) - Educational Attainment: Percentage of Sandwell children in care achieving Grade 5 (strong pass) or above in both English and Maths at the end of Key Stage 4 (Year 11) - Educational Attainment: Percentage of pupils with an Education, Health and Care Plan (EHCP) in Sandwell schools achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) - Educational Attainment: Average Attainment 8 score for pupils with an Education, Health and Care Plan (EHCP) in Sandwell schools at the end of Key Stage 4 (Year 11) (Attainment 8 measures the average achievement of	

GROWING UP IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
		pupils across eight GCSE or equivalent qualifications) · Educational Attainment: Percentage of pupils receiving Special Educational Needs (SEN) Support in Sandwell schools achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) · Educational Attainment: Average Attainment 8 score for pupils receiving Special Educational Needs (SEN) Support in Sandwell schools at the end of Key Stage 4 (Year 11) (Attainment 8 measures the average achievement of pupils across eight GCSE or equivalent qualifications) · The percentage of Education Health and Care Plans (EHCP) completed within 20 weeks, excluding agreed exceptions for all age groups, from referral date · The average number of weeks taken for a statutory assessment to determine if a child or young person requires special education needs (SEN) support · The rate of phased transfers (moving a child or young person with an Education, Health and Care (EHC) plan, from one educational phase to another, typically between early years settings, primary to secondary school, or secondary school to post-16 provision) completed in time · The percentage of Early Years children (aged 4 and due to turn 5 in the next academic year) starting school with an Education, Health Care Plan (EHCP)	
Children and young people have the right skills and support to take the next step in their life, and are well prepared for adulthood	Employment and Skills Strategy Corporate Parent Strategy	· The percentage of 16 and 17 year olds not in employment, education or training/ or with an unknown activity status (not known) (NEET/NK) · The number of work experience placements delivered in the Council	· The number of 18–24 year olds in receipt of Universal Credit (a monthly benefit that can be claimed by those on a low income, out of work or those who cannot work, for support with living and housing costs)

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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	SEND Transport Review SEND Reframe Child friendly Sandwell (for all outcomes) Family Hubs programme (for all outcomes)	· Educational Attainment: Percentage of Sandwell children in care achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) · Educational Attainment: Percentage of Sandwell children in care achieving Grade 5 (strong pass) or above in both English and Maths at the end of Key Stage 4 (Year 11) · Educational Attainment: Percentage of pupils with an Education, Health and Care Plan (EHCP) in Sandwell schools achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) · Educational Attainment: Average Attainment 8 score for pupils with an Education, Health and Care Plan (EHCP) in Sandwell schools at the end of Key Stage 4 (Year 11) (Attainment 8 measures the average achievement of pupils across eight GCSE or equivalent qualifications) · Educational Attainment: Percentage of pupils receiving Special Educational Needs (SEN) Support in Sandwell schools achieving the expected standard or above in reading, writing, and maths at the end of Key Stage 2 (Year 6) · Educational Attainment: Average Attainment 8 score for pupils receiving Special Educational Needs (SEN) Support in Sandwell	

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OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
		schools at the end of Key Stage 4 (Year 11) (Attainment 8 measures the average achievement of pupils across eight GCSE or equivalent qualifications) · The percentage of Education Health and Care Plans (EHCP) completed within 20 weeks, excluding agreed exceptions for all age groups, from referral date · The average number of weeks taken for a statutory assessment to determine if a child or young person requires special education needs (SEN) support · The rate of phased transfers (moving a child or young person with an Education, Health and Care (EHC) plan, from one educational phase to another, typically between early years settings, primary to secondary school, or secondary school to post-16 provision) completed in time · The percentage of Early Years children (aged 4 and due to turn 5 in the next academic year) starting school with an Education, Health Care Plan (EHCP)	
Children and young people have the right skills and support to take the next step in their life, and are well prepared for adulthood	Employment and Skills Strategy Corporate Parent Strategy	· The percentage of 16 and 17 year olds not in employment, education or training/ or with an unknown activity status (not known) (NEET/NK) · The number of work experience placements delivered in the Council	· The number of 18–24 year olds in receipt of Universal Credit (a monthly benefit that can be claimed by those on a low income, out of work or those who cannot work, for support with living and housing costs)

Living in Sandwell



LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Clean, well maintained public spaces and assets	Improving recycling rates – inc to high rise blocks Neighbourhood Strategy Allotment Strategy	· The percentage of residents, who are satisfied with street cleaning service, as outlined in our annual Residents Survey · Improvement in street and environmental cleanliness: Litter, detritus, graffiti and fly posting · The percentage of household waste recycled and composted (Blue and Green bins) · The weight in kilograms (kg) of residual waste per household (Black bins) · The percentage of recyclable waste, not sent for recycling due to contamination (non recyclable waste put in recyclable waste bins) · The percentage of reports received about hazardous waste on contract maintained public land that were made safe within 4 hours and removed within 24 hours (of being reported) · The percentage of reports received about fly tips on contract maintained public land that were removed within 24 hours (of being reported) · The number of new trees planted · The number of missed bins reports that have not been remedied within 24 hours (per 100,000 collections)	
Quality green spaces	Sandwell Valley Master Plan Service standards on our green spaces Neighbourhood Strategy	· The percentage of residents satisfied with green spaces as outlined in our annual Residents Survey	

LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Residents Feel Safe in their communities during the day and at night	Community Cohesion Strategy Improve the MARAC process for domestic violence and abuse 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 Work with partners and agencies to ensure that there is a joined up and effective approach to hate crime	· The percentage of residents that feel safe in the day as outlined in our annual Residents Survey · The percentage of residents that feel safe at night as outlined in our annual Residents Survey	· The total number of crimes reported to the Police in Sandwell · The total number of domestic abuse incidents reported to the Police in Sandwell · The number of domestic abuse cases referred to the Multi-Agency Risk Assessment Conference (MARAC)
Safe and affordable homes	Housing Strategy Neighbourhood Strategy	· The percentage of Properties owned by private landlords reported as not having safe living conditions either resolved positively or processed to legal action within processing times · The percentage of responsive repairs that have been completed on time · The number of long term empty privately owned properties that the council have assisted to be brought back into use · The percentage of Tenants who are satisfied with the overall service provided, that have taken part in the annual Tenant Satisfaction Survey · The percentage of gas safety checks that have been completed in council owned housing properties · The percentage of fire safety checks that have been completed in council owned housing properties · The percentage of asbestos safety checks that have been completed in communal areas of council owned housing properties · The percentage of water safety checks that have been completed in council owned housing properties · The percentage of passenger lifts in communal	

LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
		areas of council owned stock that have had a safety check carried out · The percentage of 5 yearly electrical safety checks that have been completed in council owned housing properties · The percentage of homes that are owned by the council that do not meet the standard called Decent Homes · The total number of Sandwell households who have approached the council as homeless who have been placed in Temporary Accommodation by the council, whilst they await a permanent home · The percentage of Sandwell households who have approached the council as they are at risk of losing their home, that the council have successfully stopped from becoming homeless	
Improve outcomes for local people on local issues	Neighbourhood Strategy	· The number of library visits in person · The number of community activities and events held in libraries or online · The number of physical and electronic items including books, audiobooks, magazines and comics issued by libraries for adults · The number of visits to Community Hubs · (these provide face-to-face support and resources to residents, and are a central point for various council services, community groups, and partner organisations) · The number of customers seen at the One Stop Shop · The top 3 services that customers want to speak to the council about at the One Stop Shop	

LIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Residents have resilience to achieve real change in financial circumstances	Welcoming spaces in all libraries	· The total number of people assisted by the Welfare Rights Service to claim additional benefits · The total value of benefits awarded assisted by the Welfare Rights Service	· The percentage of children in poverty in Sandwell · The percentage of people claiming benefits for the reason of being unemployed (based on administrative data from the benefits system and reported by the Office for National Statics (NOMIS) · The median income (earnings) per week for people living in Sandwell (as reported by the Office for National Statistics (NOMIS) · The number of people of working age who are neither employed nor actively seeking employment (as reported by the Office for National Statistics (NOMIS)
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	· The percentage of residents who feel confident to complete basic tasks in the online world as outlined in our annual Residents Survey · The percentage of contacts that have been made to the council through MySandwell (an online account that allows customers to manage service requests and accounts with the Council)	

Healthy in Sandwell



HEALTHY IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
People to lead healthy lives in their community and live well for longer	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	· The quality of life of people who use social care services as outlined by the Adult Social Care Outcomes Framework 1a · The proportion of people using social care, who receive self-directed support, and those receiving direct payments, as outlined by the Adult Social Care Outcomes Framework 3D · The percentage of residents self-reporting improvement in their wellbeing following engagement	· Proportion (percentage) of Adults aged 19 and over who are physically active (doing at least 150 minutes of moderate-intensity physical activity per week) · Proportion (percentage) of children and young people (age 5 – 18 years) that are physically active (participating in an average of 60 minutes or more of sport and physical activity every day)
Peoples needs for care and support are reduced or prevented through early intervention and prevention programmes	Investment in prevention and early intervention programmes ASC Transformation programme	· The proportion of people who received short-term social care services during the year, who previously were not receiving social care services and where no further request was made for ongoing support, as outlined by the Adult Social Care Outcomes Framework 2A · The proportion of people and carers who use social care services, and have found it easy to find information about social care services and/or support as outlined by the Adult Social Care Outcomes Framework 3C · Number of NHS Health Checks delivered · The percentage of community alarm alerts responded to within 1 hour · The number of adults completing a National Health Service Tier 2 weight management programme	· Percentage of adults that are current cigarette (only) smokers · Number of people that have quit smoking 4 weeks after their quit date (per 100,000 of population) · Percentage of women actively smoking at time of delivery (birth of child) · Percentage of people that have successfully completed drug treatment for dependency on opiate based drugs · Percentage of people that have successfully completed drug treatment for dependency on non opiate based drugs · Percentage of people that successfully completed treatment for alcohol dependency
People remain as independent as possible for as long as possible and lead fulfilled lives (re-ablement)	ASC Transformation programme	· The proportion of Older people (65 and over) who were still at home 91 days after discharge from hospital, as outlined by the Adult Social Care Outcomes Framework 2D · The % of new homes built by the Council , as part of their new build programme, that meet accessible and adaptable standards · The proportion of people who receive long-term support, who live in their own home or with family, as outlined by the Adult Social Care Outcomes Framework 2E	

HEALTHY IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Carers feel supported in carrying out their caring role		· The average Quality of Life score for carers as outlined by the Adult Social Care Outcomes Framework 1C · Overall satisfaction of carers with social services (for them and for the person they care for) as outlined by the Adult Social Care Outcomes Framework 1E · The proportion of carers who report that they have been involved in discussions about the person they care for as outlined by the Adult Social Care Outcomes Framework 3B	
Residents are protected from harms to their health and wellbeing	Safeguarding Adults Board Strategic Plan Prevention and outbreak management (collaboration with local health partners)	· The proportion of people who use services who feel safe as outlined by the Adult Social Care Outcomes Framework 4A · The proportion of section 42 safeguarding enquiries (concerns of abuse or neglect experienced by an adult with care and support needs who is unable to protect themselves) where a risk was identified and the reported outcome was that his risk was reduced or removed as outlined by the Adult Social Care Outcomes Framework 4B · Of the number of individuals or their representatives who were asked what their desired outcomes were, and outcomes were expressed, the percentage that felt that they were fully or partially achieved · Number of sites that are non-compliant with the National NO2 air quality objective (40 ug/m3 per annum)	· Rate of deaths per 100,000 of population caused by drug misuse (three consecutive years combined and shown as one value) · Percentage of people who have had the following vaccinations : Measles, mumps and rubella – (MMR) – 1st and 2nd dose Human Papillomavirus (HPV) Meningococcal (ACWY strains) (MeN/ACWY) · The number of people tested per 100,000 of the population for Sexually Transmitted Infections

HEALTHY IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Health outcomes for Sandwell's most vulnerable groups are improved and health inequalities are reduced	Better Mental Health Strategy and Action Plan Sandwell Language Network	· Number of Non-English speaking residents who complete a English Language community programme/course through the Sandwell Language Network	· The estimated number of households (percentage) that are classed as being in fuel poverty (at least 10% of the household income is spent on maintaining a satisfactory level of heating for the occupants) · The number of deaths for infants under 1 year olds for every 1,000 live births · The average number of years a person is expected to live in good health, free from any significant limitations in daily life · The number of deaths for people with severe mental illness that prematurely die before the age of 75, per 100,000 of the population

Thriving in Sandwell



THRIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Residents and businesses are well connected and have a good travel experience in the borough	Place based plan Birchley Island Improvement Scheme Sandwell Strategic Road Safety Plan Highway Infrastructure Management Plan	• The percentage reduction in people killed and seriously injured in road traffic incidents • The percentage of Sandwell 'A' roads that should be considered for maintenance (Sandwell Council does not have responsibility for motorways) • The percentage of Sandwell 'B and C' roads that should be considered for maintenance • Percentage of unclassified roads (minor roads not part of the A or B network) that require urgent maintenance or resurfacing • Annual National Highways and Transportation Survey Results: Public satisfaction with National Highways and Transport Services • The number of road safety improvement schemes delivered • The percentage of reported pot holes that require urgent attention, that have been temporarily or permanently repaired within 5 days	

THRIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
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	Sandwell Business Growth Plan Employment & Skills Strategy	• The number of Businesses receiving support/advice • The Number of businesses receiving Financial Assistance or Grants • The percentage of major planning applications that have been received and a decision has been made on time • The Number of social value delivery plans entered into as part of Council Contracts • The number of new apprenticeships created through social value initiatives or delivery plans (as part of Council Contracts) • The number of new jobs created through social value initiatives or delivery plans as part of Council Contracts • The number of volunteers working in Voluntary and Community sector (VCS) organisations commissioned by the Council • The number of people supported by Voluntary and Community Sector (VCS) organisations commissioned by the Council	• The number of new business births/deaths • Number of total jobs in Sandwell • Gross Value Added (the value of goods and services produced in an economy, industry, or sector) total/per head/employee • The number of people in employment as a percentage of all people aged 16–64 (employment rate)

THRIVING IN SANDWELL

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
Sandwell will be a net zero council by 2030 and a net zero borough by 2041	Climate change strategy and action plan Corporate Fleet Strategy	- Ratio of diesel to lower emission vehicles in fleet (Serco & Corporate) - A percentage reduction in carbon emissions within Council owned properties, buildings and land and across the wider borough - The number of on-street residential electrical vehicle charging points installed - The number of homes built achieving M(4)2 standard and an Energy Performance Certificate rating of B as a minimum	
Good homes that are well connected	5 year (HRA) business plan/ rolling 5 year programme Regeneration Pipeline	- The number of new council homes built annually as part of the Council house new build and the high rise programme - The number of council homes where the energy efficiency has been improved or there has been measures taken to improve, that will support a reduction in residents energy bills - The number of residents satisfied with the local area as a place to live as outlined in the annual Residents Survey	The total number of new homes built in Sandwell (Council built and other/private market homes)
A thriving cultural, heritage, arts and leisure offer	5 Year Events Strategy Haden Hill Leisure Centre Project Community Sports Plan Local, regional and national events at Sandwell Aquatics Centre	- The number of externally organised events delivered through event application - The number of event attendees at externally organised events (estimated) - The number of council organised events - The number of event attendees at Council organised events (estimated) - The number of visits to leisure centres (Sandwell Leisure Trust) - The number of Arts and cultural events delivered in libraries - The number of Arts and cultural events delivered in museums	



ONE COUNCIL ONE TEAM



ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
High quality inclusive services for all of our customers	Customer Journey Strategy	• The average time it takes to speak to an advisor for calls to the Revenue and Benefits Contact Centre Average • The percentage of customers that have ended their call before speaking to an advisor for calls to the Revenue and Benefits Contact Centre • The average time it takes to speak to an advisor for calls to the Adult Social Care Contact Centre • The percentage of customers that have ended their call before speaking to an advisor for calls to the Adult Social Care Contact Centre • The percentage of customers that have ended their call before speaking to an advisor for calls to the corporate contact centre • The average time it takes to speak to an advisor for calls to the Corporate Care Contact Centre • The percentage of customers who were happy with the service given when speaking to an advisor for calls to the corporate contact centre • The average number of days taken to process Housing Benefit New Claims • The average number of days taken to process Housing Benefit Changes in Circumstances • The percentage of Subject Access Requests (SARs) that are responded to within timescales • The percentage of Freedom of Information (FOI) requests that are responded to within timescales • The average number of working days for stage 1 complaints to be responded to (excluding any that are about Adult Social Care) • The average number of working days for Councillor enquiries to be responded to • The average number of working days for MP enquiries to be responded to • The percentage of complaints received that are at stage 2 • The average score given from customers who have visited the One Stop Shop • The average score given from customers who	

ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
		have sent an enquiry or request to the council using MySandwell (an online portal and mobile app for the residents of the Sandwell to access and manage their council services) • The average score given from customers when their enquiry has been closed and was sent to the council using MySandwell • The percentage of customers who were satisfied as outlined in the annual Resident Satisfaction Survey	
The Council understands and works with the community and has a diverse and engaged workforce representative of the local community	EFLG framework/audit People Strategy	• The percentage of top 5% of earners that are women employed by the Council • The percentage of top 5% of earners from black and minority ethnic communities employed by the Council • The percentage of top 5% of earners who have a disability employed by the Council • The percentage Disabled employees employed by the Council • The percentage Ethnic Minority employees employed by the Council	

ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	MTFS Transformation Strategy Asset Management System	• The percentage variance from the agreed budget for the General Fund • The percentage variance from the agreed budget for the Housing Revenue Account • The percentage of Council Tax collected • The percentage of Business Rates collected • The percentage of housing rent collected (including arrears from previous years) • Debt servicing costs as a % of net revenue budget	
An outstanding corporate parent, with all of the young people in our care reaching their full potential	Corporate Parenting Strategy	• Care experienced young people 19–21 in Employment, Education and Training (EET) • Care experienced young people 19–25 in Employment, Education and Training (EET) • The number of apprenticeships filled borough wide by Care experienced Young People and Children in Care • The number of apprenticeships filled at the Council by Care experienced young people and Children in Care • Work experience placements in the Council completed by Children in Care	

ONE COUNCIL ONE TEAM

OUTCOMES	DRIVER/ACTION	PERFORMANCE INDICATOR	CONTEXTUAL MEASURES
An employer of choice with an engaged, high performing workforce	People Strategy	- Employee Engagement Score (from the Employee Engagement Survey) - The number of entry level apprentices starting at the Council - Average working days lost per employee due to sickness absence (Full-time equivalent) - Percentage of working days lost due to sickness absence - Percentage of Employee annual reviews completed - Percentage staff turnover (the rate at which employees leave an organisation and are replaced by new hires) - The number of employees who leave the Council voluntarily, as a percentage of the total number of employees that leave the Council (Voluntary turnover)	
Clear and transparent decision making and effective governance (data driven)	Governance Review ICT/Digital Strategy Member and officer development Better utilisation of data/ AI/technology	- Percentage of Council Staff / Members who have completed child rights training - Percentage of elected members with Personal Development Plans	
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	Child Friendly Borough	- The number of residents who think Sandwell Council acts on the concerns of local residents as outlined in our annual Residents Survey - The response rate for the annual SHAPE Survey - The number of Schools across Sandwell engaging with the Council - The number of staff that have undertaken Children's rights impact assessments training	