

Budget and Corporate Scrutiny Management Board

24 April 2025

Subject:	Q3 Corporate Performance Report 2024/25
Director:	Alex Thompson, Executive Director of Finance and Transformation
Contact Officer:	<p>Kayleigh Walker Senior Lead - Service Improvement kayleigh_walker@sandwell.gov.uk</p> <p>Jack Whitehouse Lead Officer - Service Improvement Jack_Whitehouse@sandwell.gov.uk</p>

1 Recommendations

- 1.1 That Budget and Corporate Scrutiny Management Board note progress on the further development of the Corporate Performance Management Framework and approve the 2024/25 Quarter 3 monitoring reports.

2 Reasons for Recommendations

- 2.1 Following a period of government intervention that ended in March 2024, the Council's Performance Management Framework has been further refined and embedded into business processes. This is enabling us to track progress in delivering the strategic outcomes in the Council Plan, improve services through identifying poor performance and sharing good practice, celebrate our achievements and where things are going well and provide a strong evidence base for improved decision making and the efficient use of resources. Through enabling us to identify opportunities for continuous improvement, the Performance Management Framework is also a key component in our journey to becoming an outstanding organisation.

3 How does this deliver objectives of the Council Plan?

Growing Up in Sandwell	All underpinned by One Council One Team
Living in Sandwell	Performance measures for 2024/25 have been aligned against the outcomes under each strategic theme, which, along with the updates to the business plan actions, will allow the Council to
Thriving Economy in Sandwell	

<p>Healthy in Sandwell One Council One Team</p>	<p>understand if it is delivering against the Council Plan (reported on a quarterly and annual basis through the Corporate Performance Report).</p> <p>A two-tiered approach to performance measures has also been developed:</p> <p>Council measures that are within the gift of the Council and that it can set a meaningful and ambitious target for.</p> <p>In total there are 175 of these measures. Contextual measures that are important for the Council to monitor but are not solely influenced by the Council and that it would not set a target for. In total there are 37 of these measures.</p> <p>In total there are 212 Corporate Performance indicators. Of these, 85 are annual measures and 127 are quarterly measures.</p> <p>This report sets out the Council's performance against the Corporate Performance Indicators for Q3 of 2024/25 (attached in Appendix 1), and a summary of Assistant Director Business Plan that contribute towards delivering the Council Plan rated 'red' (attached as Appendix 2).</p> <p>Performance of key contracts is included in the quarterly performance reports to provide oversight of the performance of these services and assurance that contract management mechanisms continue to be in place and effective (see paragraph 11).</p> <p>The information collected is used to enable the authority to better understand the impact of its work on local people, and where necessary, target actions and resources to improve progress in achieving the Council's strategic objectives.</p>
---	---

4 Context and Key Issues

3. 4.1 Proposals – Reasons for the recommendations

- 3.1 Following a period of government intervention that ended in March 2024, the Council's Performance Management Framework has been further refined and embedded into business processes. This is enabling us to track progress in delivering the strategic outcomes in the Council Plan, improve services through identifying poor performance and sharing good practice, celebrate our achievements and where things are going well and provide a strong evidence base for improved decision making and the efficient use of resources. Through enabling us to identify opportunities for continuous improvement, the Performance Management

Framework is also a key component in our journey to becoming an outstanding organisation.

3.2 The Council Plan 2024-2027 was approved by Council on 23rd July 2024.

The strategic themes in the Council Plan are: -

- Growing up in Sandwell
- Living in Sandwell
- Healthy in Sandwell
- Thriving Economy in Sandwell

All underpinned by One Council One Team

3.3 Performance measures for 2024/25 have been aligned against the outcomes under each strategic theme, which, along with the updates to the business plan actions, will allow the Council to understand if it is delivering against the Council Plan (reported on a quarterly and annual basis through the Corporate Performance Report).

3.4 A two-tiered approach to performance measures has also been developed:

1. Council measures that are within the gift of the Council and that it can set a meaningful and ambitious target for. In total there are 175 of these measures.
2. Contextual measures that are important for the Council to monitor but are not solely influenced by the Council and that it would not set a target for. In total there are 37 of these measures.

3.5 In total there are 212 Corporate Performance indicators. Of these, 85 are annual measures and 127 are quarterly measures.

3.6 This report sets out the Council's performance against the Corporate Performance Indicators for Q3 of 2024/25 (attached in **Appendix 1**), and a summary of Assistant Director Business Plan that contribute towards delivering the Council Plan rated 'red' (attached as **Appendix 2**).

3.7 Performance of key contracts is included in the quarterly performance

reports to provide oversight of the performance of these services and assurance that contract management mechanisms continue to be in place and effective (see paragraph 11).

- 3.8 The information collected is used to enable the authority to better understand the impact of its work on local people, and where necessary, target actions and resources to improve progress in achieving the Council's strategic objectives.

4. Quarter 3 Corporate Performance Report – key messages

Corporate Performance Indicators

- 4.1 In Q3, the number of Quarterly PIs, excluding contextual measures, was 115.
- 4.2 Of the 115 indicators this quarter:
- o 26 PIs (22.61%) are RAG rated 'red' compared to 23 PIs (20.18%) in Q2
 - o 10 PIs (8.7%) are rated 'amber' compared to 18 PIs (15.79%) in Q2
 - o 51 PIs (44.35%) are rated 'green' compared to 46 PIs (40.35%) in Q2
 - o 28 PIs (24.35%) have no RAG rating because there is no target set or there was no outturn available this quarter compared to 27 PIs (23.68%) in Q2.
- 4.3 The highest number of 'red' PIs are under the 'Living in Sandwell' strategic theme (11), 7 of which relate to Housing, and under the 'One Council One Team' strategic theme (7).
- 4.4 There are also 11 annual PI's included in the report this quarter, 10 under the 'Growing Up in Sandwell' strategic theme and 1 under the 'Living in Sandwell' strategic theme. Of the 11, 5 are 'green', 5 are 'red' and 1 is 'amber'.

Council Plan

- 4.5 In total, 72.61% of all actions in Assistant Director Business Plans are on track, compared to 86.93% in Q2; however, 12.74% are now complete. 12.1% are experiencing delays, compared with 7.84% in Q2. 2.23% have not started, compared with 4.58% in Q2, and explanations have been provided for these.
- 4.6 The table below shows an overview of performance by strategic theme.

	On track	Completed	Delayed	Not started
Growing up in Sandwell	76%	15%	6%	3%
Living in Sandwell	69%	13%	15%	4%
Healthy in Sandwell	73%	13%	14%	
Thriving in Sandwell	79%	8%	11%	
One Council One Team	65%	15%	15%	4%

4.7 Many of the red actions relate to project slippage. There are 3 actions on hold under 'Living in Sandwell', and some of the delayed actions in 'Thriving in Sandwell' also relate areas where factors external to the council are impacting upon progress. The delayed actions within the 'One Council One Team' theme broadly relate to delays in the transition to a new telephony system and resource challenges in the EDI team.

4.8 Full commentaries for all delayed actions can be found in **Appendix 2**.

Our achievements in Q3

- 4.9 The Sandwell Safe Spaces scheme has officially launched in Wednesbury town centre and Great Bridge in Tipton. This initiative, which has already been running in West Bromwich town centre and Bearwood in Smethwick, provides a safe indoor location for people who may feel vulnerable, distressed or worried while out and about in high streets and town centres.
- 4.10 The Council launched its five-year Better Research for Better Health programme, bringing in £5 million funding from the National Institute for Health and Care Research. The programme, one of 30 Health Determinants Research Collaborations (HDRCs) in the UK, will improve how we do research, how we use it to make

decisions and how we communicate findings to others. This will help to ensure that local services meet the needs of residents, give good value for money, and support the council's goals.

- 4.11 The 'Sandwell Better Mental Health Strategy 2024 - 2029' was launched on World Mental Health Day, Thursday 10 October 2024. Developed by the council's Better Mental Health Partnership and with extensive consultation with the public and partner organisations, the strategy outlines 12 recommendations aimed at improving the mental wellbeing of Sandwell residents.
- 4.12 The Housing Service are consistently and considerably exceeding benchmark positions for the number of homelessness cases successfully prevented. The service prides itself on the customer centred model and successful prevention, which also impacts the use of temporary accommodation with the council performing at one quarter of the national rate and significantly better than the regional comparator. (See L20 and L21 in **Appendix 1**).
- 4.13 In January 2025, the Council agreed to make "care experience" a "protected characteristic" in Sandwell Metropolitan Borough Council for children and adults who have been in care. Treating care experience as a protected characteristic was a recommendation in the 2022 independent review of children's social care and we have now joined more than 100 other councils who have made local decisions to do this.
- 4.14 In March it was announced that Sandwell Council has been shortlisted in the 'Most Improved Council' category at this year's Local Government Chronicle (LGC) Awards. The LGC Awards are the biggest celebration of excellence in local government, and the Most Improved Council category recognises authorities that have successfully led major organisational change or reform to deliver genuine improvement. Judging will take place in spring with the results announced on 11 June 2025

Performance Monitoring Areas for Improvement – Growing Up in Sandwell

- 4.15 There are 3 'red' quarterly PIs in Q3 for this Strategic theme. Of these, 1 was 'red' last quarter (The 'percentage of 16s and 17s not in employment, education or training/not known (NEET/NK)).
- 4.16 The 'percentage of 16s and 17s not in employment, education or training/not known (NEET/NK)' is above the 2.7% target this quarter at 7.2%. Figures are typically higher in Q2/Q3 compared to Q1/Q4 as summer school/college leavers leave one destination and are confirmed to have started their next destination. Of the two components NEET is 1.9% and NK is 5.4%. The NK figure is higher than Q3 last year and this is because for Sandwell residents attending non-Sandwell schools, we have been proactive in tracking destinations in the past. This year an external contractor undertook this but did not perform as well as in-house, so we will be undertaking this ourselves again next year. In light of underperformance, remedial action has been taken. An engagement officer was appointed through external funding to conduct outreach and home visits to confirm destinations. The remedial action is working, and the December figure is already down to 3.2%. We expect further progress in the next 3 months. The team is confident we are on track to be in quintile 1 for % NEET/NK performance in England by year end.
- 4.17 The PI 'Number of children and young people engaging in council led activities across Sandwell via Go Play, SHAPE and Child Friendly Sandwell Activity' is split into 3 sections: Go Play, Holiday Activities and Food (HAF) Programme and SHAPE and Child Friendly Sandwell Activity. For the HAF Programme, the outturn was 'red' this quarter. However, whilst we have not met the target in Q3, the cumulative target for the year has already been met. The winter HAF periods are not as well attended as other times in the year.
- 4.18 The number of 'Under 16 issue figures (physical & electronic, to include books, audiobooks, magazines & comics)' is below target in Q3. However, in Q3 and Q4 last year (against which this target was set) the measure was calculated differently. This is because the fines were removed for Adults overdue books, and therefore more children's items were being issued on Adult library cards, meaning the number of Children's items issued on Children's Library cards reduced. To address this, the service changed the calculation to Children's items that had been issued, which increased the outturn considerably. However, for 2024/25 we reverted back to the original method, and have actively encouraged parents to create memberships for their children rather than borrowing items on their own library card. Based on this

method, the actual target for Q3 should have been 38,045 which would make performance 'green' this quarter. This is set against a book budget that has been cut to 33% of pre-Covid amount. Library service delivery to children is as expected, which is evidenced by increased attendance at class visits, children's activities (as below) and increased number of active users aged 0-5.

4.19 There were 9 annual PIs with an outturn for 2023/24 this quarter, although 4 are confirmation of results reported last quarter, where final outturns have been confirmed. There was also 1 annual PI for the calendar year 2024. Of the 10 annual PIs in total, 5 are 'green' and 5 are 'red'. The 'red' PIs are listed below.

- 'Educational Attainment Sandwell All Pupils - KS4 attainment of English and maths at Grade 5 or above'

4.20 This is provisional data that indicates the annual outturn is 35% against a target of 40% for 2023/24. Available data (currently unvalidated) indicates that Sandwell school performance at KS4 English and Maths at grade 5 or above still remains below National figures, with the gap similar to previous years (currently -11%). Performance in English was at grade 5 or above was 55%, 15 percentage points above that in Maths at 40%, with outcomes in English demonstrating an improving trend. Improving attainment in both subject areas remains a priority, but particularly in Maths. Sandwell is one of 24 areas across the country identified for Priority Education Investment Area (PEIA) funding which aims to improve outcomes for our young people at both Key Stages 2 and 4, with one strand of this for Maths. With this funding ending in 2025, we are looking at what support can be provided moving forwards. Maths Hubs (a network to develop and spread excellent practice) will continue to support all eligible schools.

Percentage LA disadvantaged pupils at KS4 attainment of English and maths at Grade 5

(Pupils are defined as disadvantaged if they are known to have been eligible for free school meals at any point in the past six years (from year 6 to year 11), if they are recorded as having been looked after for at least one day or if they are recorded as having been adopted from care)

- 4.21 The gap in performance in English and Maths at grade 5+ for disadvantaged pupils in Sandwell compared to disadvantaged pupils nationally is 3ppts, whereas for non-disadvantaged pupils there is a much larger gap to the same group nationally, suggesting that the performance of this non disadvantaged group is relatively weaker when compared to national. It should be noted that in Sandwell 36% of the KS4 cohort are disadvantaged compared to 26% in the national cohort and 31% nationally, so even though we do relatively well with our disadvantaged cohort their performance does have a greater influence on the result for all pupils.

**Attainment rates for those with EHCP attainment 8 (KS4) and
Attainment rates for those with SEN Support attainment 8 (KS4)**

(These indicators give us the average academic performance of a secondary school. It is calculated by adding together pupils' highest scores across eight government approved school subjects. The grades are converted into points, put through a formula and finally out comes the school's Attainment 8 score).

- 4.22 The service has undertaken a data cleaning exercise to ensure that current data is accurate. This has been completed and there is confidence that current outturns are correct; however, there is less confidence in last year's figures.
- 4.23 Based on provisional data, Sandwell school performance for attainment 8 (KS4) for young people with EHCPs is above regional average, but attainment remains below national average. Attainment rates for those with SEN Support attainment 8 (KS4) is also below regional and national averages. This is due to a variety of factors, one being the numbers of young people who have been issued with EHCPs but are not yet able to be placed in the most appropriate setting to meet their needs. Sufficiency work (making sure we have the right number of places in the local area) is on-going to make improvements in this area and is part of the wider SEND transformation work. Another factor is the provision of the Inclusive Learning service, that focuses on work with primary schools, but less on work with secondary schools.

4.24 The Council has been proactive in promoting the benefits of the Priority Education Investment Area (PEIA) initiative and 18 of the 20 schools eligible have been involved, but the level of engagement over the course of the initiative has varied depending on the time of the year and different school priorities. In terms of LA SEND Transformation and improvement work (an example being the SEND Leaders Network) the level of engagement is variable. There are 9 out of 20 schools who are fully engaged and attend/participate in this work. As a result of a communication and engagement effort, the attendance at the last meeting increased by three schools. There are plans to improve communication with SENCOs from next half term and the Inclusion Advisor will be visiting the five secondary schools who have not engaged at all.

Percentage EHCP 20 week completion rate, including exceptions

4.25 Again, the service has undertaken a data cleaning exercise to ensure that current data is of accurate. This has been completed and there is confidence that current outturns are correct; however, there is less confidence in last year's figures.

4.26 The number of EHCP's has increased significantly over the last year and therefore meeting targets has become increasingly difficult. However, resource has now been secured and performance is improving; the figure in November was 18% so has already improved by year end.

4.27 With regard to contextual measures, new data has become available this quarter for the Proportion of children in Reception who are overweight or obese (24.2%) and the Proportion of children in Year 6 who are overweight or obese (44.6%). Sandwell remains above the regional and national averages for both of these indicators and tackling obesity remains a priority issue in Sandwell

4.28 The Public Health Team are taking a proactive, evidence-based approach to reducing obesity in local communities focused on improving healthy eating and

encouraging exercise. The team are utilising every evidence-based programme there is and creating our own utilising bespoke community approaches:

- Trial of a “get set, go!” approach in Friar park, with cooking sessions, exercise sessions, shop tours (swap when you shop), education on food and nutrition.
- Launch of the 'Choices Programme' which employs 3 officers who are allocated communities between them to support. This support is focused around family programmes (the team purchased the evidence-based Henry programme)
- Increasing exercise through engaging activities such as 'street tag' and Go Jauntly – which is a walking map app with sites of historical interest.
- Schools have been given their National Child Measurement Programme (NCMP) data and the Public Health development officers and choices team will be working with them to review their results and look at options to bring into school.
- Pushing the Healthy Sandwell offer to partners to increase uptake which can refer children to activities in their area.
- Funding the repair of park gym equipment, working to improve play areas and football pitches to increase physical activity.
- Remodelling our weight management over the next 12 months to support the adult and their family, or the child and their family, although this will not come in until 2026.

4.29 Whilst it is hoped that these initiatives will have a positive impact on reducing obesity, it remains a challenging area, particularly given the cost of living and availability of fast-food outlets in the borough.

4.30 Although the borough has high rates of obesity, Sandwell is also the highest in the region for underweight children, something we are working with colleagues in Children and Education to monitor and address as a further point to pick up neglect or children in need.

Performance Monitoring Areas for Improvement – Living in Sandwell

4.31 There are 11 ‘red’ PIs under this strategic theme in Q3, which are listed below. Of these, 8 were red last quarter as well.

- 4.32 The measure 'Improved Street and environmental cleanliness' is split into 4 parts: litter, detritus, graffiti and fly posting, with a target for each. To calculate the outturn, a number of sites are graded for each category and a formula applied to understand how many of these sites fall below the expected standard. Of the 4 parts, only the target for graffiti was achieved in Q3. This PI was also 'red' for all parts in Q1 and Q2. The reason for poor performance is that earlier in 2024, there were issues with sweeper age and availability in addition to issues with weed spraying and growth trapping detritus. Serco have now addressed this and have been able to redirect crews to address litter and have also invested in quad bikes to do some of the weed spraying. In Q3 Performance has improved compared to previous quarters and we expect performance to improve further next quarter and into next financial year. The PI 'Make safe hazardous waste on public (contract maintained) land within 4 hours and remove within 24 hours' was 'red' at 81.03% against a target of 90%. In Q2 it was 'amber' in Q1 it was 'green'. Whilst there were fewer hazardous waste calls this quarter (58 in total of which 47 were cleared within 4 hours), 11 jobs failed the timescale due to access, and the required equipment to collect the waste. Overall, numbers have reduced from Q2 (107) and Q1 (102). During these cases of hazardous waste, measures were taken to ensure members of the public were kept safe at all times.
- 4.33 The 'number of trees planted' is 'red' in Q3 at 250 against a target of 514. This PI has been 'green' in Q1 and Q2. The reason for underperformance is that all resources were diverted to the Storm Darragh clean up. The numbers will be made up in Q4 with some large-scale tree planting in Tanhouse open space and Churchfield playing fields.
- 4.34 The indicator 'percentage of Private Rented Sector (PRS) disrepair cases processed to formal notice, civil action/prosecution or closed with positive outcome within processing times' is below the target of 75% at 48.28% for Stage 1 (there were no Stage 2s in Q3). Performance has improved since Q1 when the outturn was 40% and there has been a substantial number of new staff into the service who have been undergoing a comprehensive training plan. As staff are fully trained the capacity will be there to improve performance.
- 4.35 The 'percentage of responsive repairs completed in timescale' was 90.79% for emergency repairs and 73.96% for non-emergency repairs, against a target of 95%.

We have realigned the current workforce by moving a number of multi-trade operatives from our Void team into our Repairs team. This has resulted in performance around emergency repairs improving significantly but is having little impact on the backlog. We have explored additional resource to address the backlog, and we are currently at the tendering stage via procurement. The measure will look worse before the improvement is shown, as we will be completing work that is already identified as overdue for vulnerable tenants and pre-arranged appointments. Whilst we will continue reporting this measure, we will also identify the performance of the new jobs with the backlog excluded to give some assurance of the improvements being made. Post repair satisfaction performance remains strong with a healthy response rate against completed repairs.

- 4.36 The 'Number of long-term empty homes brought into use' is 27 against a target of 30 for Q3. The outturn fell slightly short of target due to a number of those brought back in to use to date being long standing complex cases (spanning 3 years). The team have an additional 160 cases in progress at various stages, so we expect performance to improve and recover in line with target of 40 by the end of 2024/25. The data clearly shows this pattern with a significant step change from Q2 of 10 properties in total to 27 at end of Q3. There is more than sufficient scope within the active cohort to hit this year and future years targets. However, with all empty properties there is a lead in time from the point of the officer's initial involvement to any relevant actions delivering outcomes, be these through positive interventions or through enforcement activity.
- 4.37 'Housing Compliance Health Check (Over 6 key areas): Gas safety checks' is 99.50% against a target of 100%. In total, 131 addresses are non-compliant. These are all in the Access/Legal process to gain access and to complete the Landlord Gas Safety Responsibilities. Therefore, performance should continue to improve.
- 4.38 'Housing Compliance Health Check (Over 6 key areas): Fire safety checks' is at 97.68% against a target of 100%. We are less than 3% away from being fully compliant and plans are on track for us to be 100% compliant by end of March 2025.
- 4.39 'Housing Compliance Health Check (Over 6 key areas) Asbestos safety checks' is 79.29% against a target of 100%. The Council have engaged the services of an

external service provider Bradleys to provide asbestos surveys on our behalf. Bradleys have received an instruction to carry out surveys to the building and communal areas of 32 blocks as a priority. We are anticipating that this piece of work to the 32 blocks will be complete week commencing 3rd February 2025. Further instructions have been issued to the same service provider to carry out surveys to the remaining blocks split in two further tranches (2 and 3). Tranche 2 surveys to blocks will be complete by the beginning of April 2025 and tranche 3 by the beginning of June 2025. At this point, we will have new survey data for the 437 blocks identified.

- 4.40 'Housing Compliance Health Check (Over 6 key areas): The percentage of properties with a domestic electrical installation condition report (DEICR) under 5 years old (or in legal resolution)' is at 96.68% against a target of 100%. A new contractor has been onboarded providing extra capacity to prioritise any checks that are overdue. The recently renewed no-access process is embedded and the team are pro-actively reviewing cases to gain access. Performance should therefore further improve in Q4.
- 4.41 The number of 'Over 16 issue figures (physical & electronic to include books, audiobooks, magazines & comics)' is below target because a different way of reporting was used in Quarter 3/4 in 2023-24 - which is why there is a significantly-inflated target for this year (same for Q4 also – please see para 5.4). However, the target for the year is expected to be met.
- 4.42 There was one annual measure reported this quarter, which was 'red': Satisfaction with the overall service provided (Tenant Satisfaction Survey). The outturn was 67% against a target of 74% (which was the outturn in 2023/24). We can see the key driver for change is the satisfaction with repairs and maintenance and more specifically with the time we take to complete some repairs. These results highlighted service failure we had identified through self-assessment and actions to address this include plans to on board additional capacity through a contractor to clear the backlog and wider service transformation to prevent future backlogs from occurring. These interventions will address the level of dissatisfaction but will also reduce failure demand created by customers progress chasing outstanding jobs, as well as reducing complaints, MP enquires and Member escalations.

- 4.43 Looking at contextual measures, the number of domestic abuse-related crime incidents in Sandwell has been on a downwards trajectory since Q2 2022/23 (although there was an increase in Q2 2024/25). Non-crime incidents have remained stable, suggesting consistent reporting and continued need for support services that are in place.
- 4.44 The latest MARAC data shows 201 referrals this quarter, with 20% (37) being repeat cases (compared to 171 in Q2). Of these, 189 were accepted as high risk (including 3 information-only cases), and 12 were withdrawn (these were duplicated referrals from dual agencies). Some 34 (18%) referrals were received from non-police agencies, which is below the recommendation of Safelives of 25%. All agency representatives at MARAC Governance have agreed to review and action plan within their own departments.
- 4.45 2023/24 saw several changes within MARAC, including a regional review by West Midlands Police called 'Operation Willowbay'. This review was put into place as a response to the growing demand within MARAC and the increasing waiting times, which at times in Sandwell would exceed 12 weeks. Operation Willowbay reviewed Police referrals and found that there was a requirement to quality assure (QA) and threshold test these at the point of referral. This QA evidenced that thresholds for referrals were unmanageable (too many were being referred to the MARAC unnecessarily) and enabled some referrals to be re-directed to established local multi-disciplinary partnerships for case management. This has resulted in a significant reduction of MARAC referrals from Q4 2023/24 which has been sustained in Q1, Q2 and Q3. In Q3 last year there were 294 referrals. It has meant victims have got the support they required in a timelier manner.

Performance Monitoring Areas for Improvement – Healthy in Sandwell

- 4.46 There are 3 quarterly PIs rated as 'red' in Quarter 3 under this strategic theme. Of these, all 3 were 'red' in Q1 and Q2.

- 4.47 'ASCOF 3D Proportion of people using social care who receive self-directed support, and those receiving direct payments' is 16% against a target of 22% in Q3. Performance is below target, lower than this time last year and is below the England average for 2023/24. We have commenced a transformation project with one strand looking at our Direct Payment pathways, which will help us to ensure we are supporting citizens to purchase their own support. This includes the appointment of a consultancy to review our provision of Direct Payments to ensure that we support people to make informed choices around their provision of care. It is not anticipated that short-term performance in this area will improve, however, we should start to see an improvement in 12 -18 months when new practices are embedded.
- 4.48 'ASCOF 2A 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' was 49% against a target of 60%. Performance has improved by 1 percentage point since last quarter but is below the figure for England (79.4%). We currently have a programme of work in progress to improve our internal and externally commissioned reablement services. This includes providing more informal advice and support at the front door and having a strength-based approach in our conversations with customers (which means working with customers to understand what they can do themselves or with the support of others (e.g. family) and what they need support with) so that we provide the services and interventions they need to remain healthy and independent in their own homes. Improvements to performance should be seen the next 6-12 months.
- 4.49 The number of 'NHS Health Checks' is 508, below target of 1,500 in Q3. This contract is on a payment by results (PBR) model, with a target of 6,000 Health Checks per year (over 2 years) prior to any PBR being claimed. Performance has not met target across the duration of the contract for a number of reasons, including system errors which meant messages to residents were not sent, delays in the installation of the Software system within GP clinical systems, and a focused approach for higher priority residents (those most in need) earlier in the contract. Approval has been granted by Cabinet to recommission this service, to begin on 1 April 2025, using a different delivery model.

Performance Monitoring Areas for Improvement – Thriving Economy in Sandwell

- 4.50 There are 2 quarterly PIs rated as 'red' in Quarter 3 under this strategic theme. Both PIs were 'red' in Q2 and the 'Ratio of diesel to lower emission vehicles in fleet (Serco & Corporate)' was 'red' in Q1 as well.
- 4.51 The 'Value of grants administered through the start-up grant programme' is £48,330 at the end of Q3, significantly below target of £78,000. Between October to December 2024, nine grants were awarded through the Start-Up Programme, amounting to £24,430.01. The programme currently supports 43 participants at various stages of their entrepreneurial journey. Additionally, £22,603.69 in grants has been approved in principle, with another £15,000 allocated to participants who have received a passcode and are either in the process of applying or awaiting their opportunity to apply. A remaining £47,103.31 is set to be allocated to the final cohort of participants in the programme. The slower uptake of these grants is mainly attributed to businesses needing more time to finalise their business plans and complete the application process.
- 4.52 'Ratio of diesel to lower emission vehicles in fleet (Serco & Corporate)' performance was 2.5% for the Council and 1.9% for Serco, against a target of 7.5%. The Corporate Fleet Review workstreams have begun in January 2025 and small incremental increases will begin as fleet size is reduced and vehicles are transitioned to zero emissions. Serco fleet transition is expected to remain the same until (Serco) decisions are made regarding the replacement of their light goods vehicles - Serco's delay will impact the year-end outturn.

Performance Monitoring Areas for Improvement - One Council One Team

- 4.53 There are quarterly PI rated as 'red' in Quarter 3 under this strategic theme.
- 4.54 The 'Adult Contact Centre Average Wait measure' was 2 minutes 56 seconds, above the target of 30 seconds and the abandonment rate was 13%, above the target of 6%. As part of the ASC transformation programme, ASC are currently reviewing and piloting alternative approaches to how the service manages calls –

- A trusted Triage approach – where 3 staff are focusing on spending more time with the customer to ensure that the focus is on getting the issues resolved at the point of contact rather than forwarding the call to another person.
- Looking at the Blue Badge process to see how AI/Digital models can be used to improve our efficiency in this area as we have up to 1,400 calls around this activity per week.
- There are also a number of vacancies in the team – which the service is actively seeking to recruit too. Three staff have recently been recruited into the Enquiry team who are going through training – once they have completed this we are assured this will improve both areas in the red.

4.55 The Service will also be looking at reviewing the KPI's as they work through the transformation of the front door to ensure they are aligned to any change in the operating model.

4.56 'SARs compliance with timescales' was 75% against a target of 95%, the same outturn as Q2 although fewer SARs were received this quarter (66 compared 83 in Q2). A breakdown by directorate is as follows:

- Assistant Chief Executive - 100% (1)
- People 40% (13)
- Place 83.33% (43)
- Finance and Transformation 78% (9).

The Council is working to increase the compliance rate and achieve the 95% target.

4.57 'FOI compliance with timescales' was 81% against a target of 95%. Performance is worse than in Q1 and Q2 when the outturn was 85%. A breakdown by directorate is as follows:

- Assistant Chief Executive 93% (16)
- Finance & Transformation 87% (45)
- Place 85% (136)
- People 64% (55)

Again, the Council is working to increase the compliance rate and achieve the 95% target. The Governance Team are doing a number of things to help including regular (often weekly) meetings with teams, providing advice and guidance and undertaking the internal reviews when responses are challenged. There are plans to publish statistics on the intranet and the internet so this should also help improve performance.

4.58 For Children and Education, FOIs and SARs can be complex, and responses required from different teams across the service. They have also been hampered by the fact that long serving officers have left with no immediate replacement, although a new Officer now in post should improve performance for Q4 and the transformation programme should relieve some pressure longer term. For Adult Social Care, there is a similar picture with complex FOIs and SARs requiring a response from multiple teams and often redactions aligning to hundreds of pages need to be applied. Automated redactions are being explored as well as a potential solution through Microsoft Co-pilot.

4.59 The numbers of FOIs and SARs are relatively low in Finance and Transformation compared to other areas. Of these, some have been incorrectly allocated to the Legal team and there is a need to review the data quality in Q4 to ensure a more accurate picture for year-end.

4.60 The Average working days for Stage 1 complaints (excl. ASC) to be responded to is above target at 11.64 days (against a target of 10 days). This is worse than Q2 when performance was better than target at 9.56 days. A breakdown is as follows:

- Assistant Chief Executive 8.29 days
- Finance & Transformation 8.16 days
- Place 11.89 days
- People 16.54 days.

4.61 In the Place Directorate, Housing are working through a backlog of complaints so response times are likely to be adverse for a few months until those are cleared. The service expects to see a general increase in complaint volumes for housing as we adopt a more stringent interpretation of the housing ombudsman code of guidance which stipulates a tenant should not have to specifically say they want to make a complaint for their dissatisfaction to be recorded and responded to as such. The number of complaints received by housing is a small proportion of our overall business actions and rank low compared to peer groups of other social landlords. The Regulator for Social Housing could be concerned that our complaint levels are artificially low, meaning we are missing opportunities for learning and not using complaints to drive continuous improvement. We therefore anticipate that overall volumes of recorded complaints will increase over the coming months. A review of resources is underway to determine if we need to re-align resources to meet this increasing demand and ensure compliance with our service standards.

4.62 The 'Average working days to respond to MP enquiries' is above the target of 10 days at 11.28 days, worse than Q2 when performance was 10.58 days. A breakdown is as follows:

- Assistant Chief Executive 6 days
- Finance & Transformation 7.15 days
- Place 11 days
- People 14.16 days.

4.63 For Member Enquiries, the highest volume of enquiries is in Housing (500 for Q3) and within this area, the team with the most enquires is Housing Solutions. The Customer Feedback Team (CFT) are therefore working with this area to improve response times. This includes a session organised by the CFT with all four MP offices on 4th February 2025 which is being run by the Head of Housing Solutions and will explain about his service area and based on the last session that was run for the four MPs offices in late 2023 will have the impact of not only reducing the number of MP enquiries being received but enabling the officers dealing with these enquiries to respond more quickly.

4.64 In the People Directorate, for Adult Social Care, all Member enquires are being allocated to the AD for Operations, as most are in this area. This ensures oversight and

will improve performance, although the complexity of some enquires means that it can be difficult to resolve these within the corporate target.

4.65 In Children and Education, the majority of MP enquiries, Cllr enquiries, complaints FOIs and SARs have been related to Inclusive learning Services SEND as a direct result of the significant increase in children with SEND. The recent appointment of an officer has helped to clear the back log and ensure that all new enquiries are responded to on time. It is expected that Q4 figures will show a significant improvement. The service will continue to monitor and review this at DMT level.

4.66 The 'Average working days lost per employee due to sickness absence (FTE)' at the end of Q3 was 8.49, which is a decrease of 0.32 days compared to the same period last year but above the target of 6.21 days. All directorates have seen a reduction with the exception of Housing and Regeneration. There is currently 90% confidence in the Q3 year to-date performance for sickness. This is due to two main reasons (Issues with the Sickness Report from Fusion and migration to Fusion partway through the year.

4.67 The average number of applications per vacancy is 6.9, below the target of 10 and it is rated 'red'. The overall performance for this measure and the breakdown by Directorate will vary according to the type of roles being recruited to and availability of suitable candidates in the labour market. The Finance and Transformation Directorate has struggled to fill vacancies, with a vacancy rate of 23% this quarter. It is worth noting that this figure will fluctuate based on recruitment cycles until year end.

Contract Governance

4.68 Reports on contract governance have been provided for Sandwell Children's Trust (SCT), Serco, Places Leisure and Sandwell Leisure Trust (SLT) and assurance of governance arrangements has been provided through these reports. A summary for each one is detailed below.

Sandwell Children's Trust (SCT)

- 4.69 Since April 2018, children's services have been delivered by Sandwell Children's Trust on behalf of the Council. The Trust delivers the following range of services:
- Children's Social Care
 - Fostering
 - Targeted Early Help
- 4.70 The contract with Sandwell Children's Trust has a comprehensive programme of governance arrangements. The contract requires that the Director of Children and Education, together with council senior officers from finance and legal services, and the Chief Executive of the Trust meet on at least a monthly basis to consider performance and operational matters. In addition, each quarter, the Lead Member for Children's Services and the Chief Executive of the council meet with the Chair of the SCT Board and the Chief Executive of SCT, at a Strategic Partnership Board.
- 4.71 The contract requires SCT to provide regular performance updates for consideration by the Operational Partnership Board, the Strategic Partnership Board and then by the Cabinet. Progress against the performance indicators, together with information about financial, workforce, and other performance areas is reported.
- 4.72 In terms of governance in Q3, the contract sum negotiation process continued and is expected to be finalised at the beginning of Q4, with the acknowledgement that this has been delayed.
- 4.73 The DfE six monthly review took place at the end of September. It was highlighted as a positive review, with acknowledgement that progress was being made by the Trust across service areas and positive working between the Council and SCT. In October, the Trust were subject of a focused visit by OFSTED, which was closely followed by an inspection of the Fostering Service. Both inspections received positive feedback, highlighting that the Trust knows itself well and has an awareness of focus areas for further improvement. The focussed visit does not lead to a formal judgement however the Fostering Service was again judged as being 'Good'.
- 4.74 The DfE recruitment process has been completed for the Trust Board Chair. In October, Graham Archer assumed his role as chair, and Linda Sanders returned to her Non Executive Director role following her interim position.

- 4.75 With regards to Performance, at the end of Q3 6 KPIs were within tolerance (amber) and 8 KPIs were green, with an increase of KPIs maintaining green throughout the quarter. There was one KPI that was red: 'For children in care for 2.5 years or more, the percentage that have been in the same placement for at least 2 years'. This indicator has remained red since the new KPI's went into effect in April 2024. However, there are concerns around the tolerance level and it was agreed following discussions with the DfE appointed independent improvement board chair, this KPI will be reviewed once national data was released in December 2024
- 4.76 In Q3 the number of children we care for decreased from 830 to 815. Data shows more stability, with numbers initially around 830 before gradually decreasing towards the end of the quarter. The rate of children we care for per 10,000 has decreased from 95.2 at the end of Q2 to 93.9 per 10,000 at the end of Q3. Some of this reduction is due to a revision in the population estimate for under 18's, as published by the ONS.
- 4.77 The number of children on a child protection plan has decreased again over this quarter from 400 in September 2024 to 324 in December 2024. This translates to a rate of 37.3 per 10,000 children in December 2024, only Walsall (28.4) and Wolverhampton (34.9) are lower from our statistical neighbours. The decrease in the number of child protection plans reflects the impact of ongoing training related to STAR (our partnership practice model/framework) and our approach to risks. The work within Operations and Safeguarding Services has focused on frontloading processes and ensuring in the majority of situations, assessments are thoroughly completed, with a clear understanding of family circumstances before deciding on child protection interventions. This ensures that only the appropriate children are receiving interventions under child protection plans.
- 4.78 There has been an increase in the number of Unaccompanied Asylum-Seeking Children (USAC) arriving in Sandwell, back to the low 40's (May saw the highest level at 46, this dipped to 34 in September). The Sandwell New Arrivals Partnership has worked with the Home Office to highlight this increase of new arrivals and express concerns of the pressure this is putting on Sandwell MBC.

- 4.79 In relation to Finance, SCT continues to project a deficit outturn position for 2024/25. The primary cause of the overspend continues to be placements, particularly due to the ongoing rise in residential and external foster placements. In December 2023, 62 children were living in children's homes, since then the number has increased to 74 with a peak of 78 in October. In February 2025, Cabinet approved the proposal to progress plans for Sandwell to open its own internal residential provision. This phase involves 2 homes (minimum 2 beds in each) and is part of a wider systems approach to help reduce demand for external provision.
- 4.80 Following the Council and SCT being recognised as Foster Friendly Employers (FFE), work to support our statutory partners has progressed. The Police and the ICB are taking the necessary steps to becoming FFE and there have been enquiries and information sessions with local businesses.

Serco

- 4.81 The council's contract with Serco was awarded in 2010 and runs until 2035. It has a contract value in the region of £34m per annum. The contract covers services including waste and recycling collection, household recycling centre management, street cleansing and fleet management and renewal.
- 4.82 The contract has a set of regular meetings in place with standard agendas relating to the contractual requirements from key outcome targets (KOTs) to operational issues. These meetings are supported by regular cross channel communications between the SMB and Serco teams. Leadership Team also receive regular contract reports that provide oversight and issues are raised as appropriate.
- 4.83 The contract contains the requirement for the provision of regular data from the contractor to be provided, there is also an associated requirement for SMBC to provide information to Serco, relating to Council priorities annually and fleet maintenance through a set of KPIs. In addition, there is an integration with the Council's My Sandwell reporting tool.

- 4.84 Overall service performance in Q3 has been good, with fewer penalty points awarded than most quarters last year. Penalty points over a certain threshold result in a deduction from the contract payment. However, the number of missed bins was high in Q3, particularly in December. This was due to operational issues at Serco including vehicle breakdowns, staff absenteeism and the impact of bad weather cancellations. These issues also caused a delay in the replacement of receptacles. Discussions have place with Serco and improvements agreed.
- 4.85 In addition, the weed spraying programme commenced very late in the season due to the unavailability of the sub-contractor and consequently this had a significant impact on the highway environment. Serco are planning to bring the service in house for next year.

Places Leisure

- 4.86 The Council has a 25-year contract with Places Leisure to operate West Bromwich Leisure centre. The contract is a Design, Build, Operate and Maintain contract which ensured value for money by reducing design and build costs as well as ongoing maintenance liabilities.
- 4.87 Monthly operational reports are provided to update on performance, – operational and technical. Quarterly contract management meetings are held to ensure the ongoing monitoring of the contract and performance. These cover Operational Performance, Health and Wellbeing outputs, Customer Feedback and Community Outreach.
- 4.88 In terms of participation, Places Leisure’s performance is returning to pre-pandemic levels. Participation levels are continuing to rise, and memberships are significantly above 2019/20. Only learn-to-swim numbers remain below pre-pandemic levels, and this could be due to the opening of the Sandwell Aquatics Centre in July 2023.

Current Year to Date Participation vs FY24 and FY20			
	FY25	FY24	FY20

April	36,477	34,239	39,911
May	38,667	36,924	38,520
June	37,504	37,815	37,968
July	39,749	39,078	40,288
August	35,678	37,606	38,285
September	35,261	31,445	39,988
October	37,036	37,736	38,719
November	33,710	33,948	35,358
December	27,617	30,878	26,778
January		30,466	39,718
February		31,034	41,445
March		36,580	28,822
Total		417,749	445,800
Memberships at Q3 FY25 v FY24			
<i>Membership Type</i>	<i>FY25</i>	<i>FY24</i>	
Fitness Club Live	2,701	2,721	
Swim Only	65	95	
Learn to Swim	1,147	1,259	
Basketball Club Live	31	42	

- 4.89 Based upon projected operational, and therefore financial performance a business plan was agreed for the duration of the contract. The business plan results in an annual management fee payment to the Council of circa £28k
- 4.90 There is also a utility benchmarking arrangement included in the contract, whereby PL own the risk on consumption and the Council are liable for the risk on tariff. Pre-pandemic operations resulted in a net gain for the Council – Management Fee minus

Utility Benchmarking Payment. This is calculated and paid at the end of each financial year. In 2022/23 the utility benchmark resulted in a payment from the Council to PL of £239k. Modelling for 2023/24 indicated that the utility benchmarking will require a payment from the Council to PL of £202k, the actual amount is circa. £127k (which is the figure we need to pay).

Sandwell Leisure Trust (SLT)

- 4.91 Work continues between Council Officers, Bevan Brittan solicitors and SLT's solicitor to finalise the Deed of Variation (DoV) to the Management and Funding Agreement (MFA). This DoV will extend the termination and subsequent period of operation to 31 March 2027 and refine the partnership as agreed and signed on 13 July 2023. This position was confirmed by Cabinet on 18 October 2023.
- 4.92 Sandwell Leisure Trust (SLT) manages the following leisure centres in Sandwell:
- Haden Hill Leisure Centre
 - Hadley Stadium
 - Harry Mitchell Leisure Centre
 - Portway Lifestyle Centre
 - Sandwell Aquatics Centre
 - Tipton Leisure Centre
 - Tipton Sports Academy
 - Wednesbury Leisure Centre
- 4.93 With regards to operational performance, the headline figures are below.
- 544,185 attendances October to December 2024. **3.5%** up on Q3 FY24 (525,820)
 - From December 2023 to December 2024, total memberships increased by **27.4%**
 - 5,996 enrolled on Learn to Swim (children) – **22.9%** up from Q3 FY24 (4,880)
 - Free swimming for under 18s shows a decrease of **44%** from Q3 FY24. This is due to many swimmers at SAC being registered via the free swim button at the till instead of swiping their cards. This was done to reduce waiting times at reception, so no information was captured for these swimmers.

- 4.94 Sport & Leisure, Public Health and SLT worked together at the start of this year to develop improved reporting for the free-swimming element as funded by Public Health. Previously, other than free swimming visits, there was no agreed reporting mechanism. SLT have provided Public Health with figures for Q1, Q2 and Q3 for an agreed set of 11 KPIs. A reporting structure has also been agreed with regards to other Public Health re-directs which help to fund concessionary memberships and outreach work, particularly at Portway Lifestyle Centre.
- 4.95 Following the reconciliation of Q3, SLT's accounts are projecting a surplus for 2024/25, if business continues to perform the same as in Q1 and Q2.
- 4.96 Council Officers are working with SLT's Leadership Team to further develop the Strategic Leisure Review. This work looks at the future options for 3 of the SLT run leisure facilities:
- Harry Mitchell Leisure Centre
 - Hadley Stadium
 - Tipton Sports Academy
- 4.97 A report will be presented to Leadership Team on 25th February, prior to Leaders Meeting and a Cabinet decision. This will specifically outline the proposals for Harry Mitchell Leisure Centre and Hadley Stadium. A report will also be developed to explore options for the settlement of leisure management after the expiry of the current agreement with SLT – from 1 April 2027.
- 4.98 Sickness is part of a priority list of policies that are under review by SLT. The average days lost in Q3 has increased by 101% (2.78 days per employee compared to 1.38 days in Q2) and costs increased by 99% (£51,248 compared to £25,642 in Q2). To manage sickness and support staff, a workshop was held with the operational management team and a weekly tracker is being completed. HR continue to be visible at site to support and guide managers.

The Assurance Plan

- 4.99 Following the end of government intervention in March 2024, the Improvement Plan programme has ended as a separate governance process. Sustained improvement

activity has been embedded into existing arrangements. Where actions on the Improvement Plan remained 'open' at the close of the programme, these have been mapped to existing plans and governance arrangements (e.g. local, business, and corporate plans) and recorded in an Assurance Plan. This Assurance Plan has been built into the quarterly corporate performance management reporting arrangements for 2024/25 to ensure continued oversight of key workstreams whilst ensuring that the council continues its journey to becoming an outstanding organisation.

4.100 Grant Thornton will continue to review the Council's response to the recommendations made in the Autumn 2023 Follow-Up Review as part of their annual audit, rather than through a separate follow-up review. To provide assurance that the council is continuing to address the recommendations made by Grant Thornton, a progress report was presented to Audit & Risk Assurance Committee in December 2024. There were no concerns raised by the committee when this report was presented.

4.101 At the end of Q3 a review of items in the Assurance Plan has been undertaken. Where progress is shown as delayed, these items have been reported to the Assistant Chief Executive and actions are in place to address them. Therefore, there are no items to report to Performance Board this quarter.

Strategic Risk Register

4.102 Effective risk management is a key element of good corporate governance, as noted In the council's [Code of Corporate Governance](#), and is essential to the overall performance of the council in meeting its council plan objectives. Good risk management will ensure that resources are used efficiently and effectively, and that assets and resources are protected against risk in the most efficient way.

4.103 The Audit and Risk Assurance Committee (ARAC) receive the Council's Strategic Risk Register (SRR) on a regular basis for review and comment. The role of the ARAC is to provide assurance to the Council that it has a system of governance, risk management and internal control in place and that the adequacy and effectiveness of these arrangements continue to inform decision making.

4.104 The SRR does not include all of the risks faced by the Council. Other risks are captured within directorate, programme and project risk registers in line with the Council's risk management framework. The latest version of the Strategic Risk Register was presented to the Strategic Leadership Team on 4 February and the Council's Audit and Risk Assurance Committee on 20 February.

4.105 The register included the following risks:

Risk	Current risk score
Risks Removed	
Oracle Fusion Implementation	N/A
Ongoing Risks	
Cyber Security	Red
Climate Change	Red
Adults - Strategic Workforce Development	Red
Housing Transformation (increased from Amber)	Red
Homelessness and Temporary Accommodation	Red
SEND Placements and Transport: <ul style="list-style-type: none"> Increasing trajectory of demand Both demand and cost 	Amber Red
Compliance with DPA/GDPR (reduced from Red)	Amber
Children's Social Care	Amber
Business Continuity Management	Amber
Customer Experience	Amber
Equalities	Amber
Workforce Recruitment	Amber
Borough Archives	Amber

Organisational Culture	Amber
Continuous Improvement	Amber
Elections Act	Amber
Statement of Accounts	Green
Budget Monitoring and Management	Green
MTFS (2024/25)	Green
Regeneration Fund Programme	Green
Sandwell Local Plan	Green

4.106 A copy of the full register is appended to this report (**Appendix 3**).

5 Implications

Resources:	N/A
Legal and Governance:	<p>A corporate performance management framework was identified as a key gap in the council's governance arrangements by Grant Thornton in 2021. The establishment of the corporate performance management framework was a key action in the council's Improvement Plan agreed by Council in January 2022 and updated in June 2022. The PMF enables officer and political leadership to improve oversight and corporate grip of the council's performance.</p> <p>There are three contextual measures in the PMF that relate to crime and a further 2 measures around how safe people feel. These provide oversight on the impact of the Council's crime reduction work.</p>
Risk:	<p>Should the council not implement a robust performance management framework, then it will not have the corporate oversight and intelligence to inform decision making and effectively manage risks, which is key to service delivery and the achieving strategic objectives identified in the Council Plan. The risk is noted under the Continuous Improvement Risk in the SRR.</p>
Equality:	<p>Equality measures are included in the PMF, under the One Council One Team Strategic Theme.</p>
Health and Wellbeing:	<p>The measures to track progress of the Council Plan include a series of health and wellbeing indicators. This enables the council's leadership to see at a high level the direction of travel of the borough's health and wellbeing and seek to continue good practice or identify mitigating actions to address issues.</p>

Social Value:	There are some social value measures are included in the PMF that provide oversight of the Councils Performance in this area.
Climate Change:	There are measures related to Climate Change in the PMF, including Air Quality (Number of sites that are non-compliant with the National NO2 air quality objective) and a number of measures under the outcome 'Sandwell will be a net zero council by 2030 and a net zero borough by 2041'.
Corporate Parenting:	There is an outcome in the Council Plan under 'One Council One Team' for Corporate Parenting: 'An outstanding corporate parent, with all of the young people in our care reaching their full potential' and there are a number of Performance Indicators to measure this. There are also performance measures under 'Growing Up in Sandwell' that cover educational attainment of Children in care.

6 Appendices

Appendix 1 – Corporate Performance Indicators Q3 2024/25

Appendix 2 –AD Business Plan Actions Exception Report Q3 2024/25

Appendix 3 – Strategic Risk Register

Appendix 4 – Pls to be removed or amended

7. Background Papers

7.1 Performance Management Framework – Q2 Monitoring - The report is available here:

<https://sandwell.moderngov.co.uk/documents/s24888/Report%20-%20Performance%20Management%20Framework%20202425%20Quarter%20%20Monitoring.pdf>

7.2 The appendices to this report are available here:

<https://sandwell.moderngov.co.uk/documents/g6994/Public%20reports%20pack%2015th-Jan-2025%2015.30%20Cabinet.pdf?T=10>

7.3 Report to Council 21 April 2022 on the Performance Framework:

[Performance Management Framework for the Council](#)