

Agenda

Budget and Corporate Scrutiny Management Board

Thursday, 5 October 2023 at 6.00 pm
In the Council Chamber - Sandwell Council House, Oldbury

1 Apologies for Absence

To receive any apologies for absence.

2 Declarations of Interest and Party Whip

Members to declare any interests and party whips in relation to matters to be discussed at the meeting.

3 Additional Items of Business

To determine whether there are any additional items of business to be considered as a matter of urgency.

4 Corporate Performance Management Framework - Q1 Monitoring

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To consider and comment upon the Corporate Performance Management Framework – Q1 Monitoring.



- 5 **Annual Scrutiny Report 2022/ 23** 95 - 120
- To consider and comment upon the draft Scrutiny Annual Report 2022/ 23.
- 6 **Budget and Corporate Scrutiny Management Board Action Tracker** 121 - 134
- To consider and note progress on the implementation of actions and recommendations.
- 7 **Cabinet Forward Plan and Work Programme** 135 - 152
- To note and review the Cabinet Forward Plan and the Board's Work Programme 2023/ 24.
- 8 **Exclusion of the Public and Press**
- That the public and press be excluded from the rest of the meeting. This is to avoid the possible disclosure of exempt information under Schedule 12A to the Local Government Act, 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, relating to the financial and business affairs of any person, including the authority holding that information.
9. **Lion Farm - Secondary Option Agreement** 153 - 158
- To consider and comment upon the Secondary Option Agreement in relation to Lion Farm Playing Fields.

Shokat Lal

Chief Executive

Sandwell Council House

Freeth Street

Oldbury

West Midlands

Distribution

Councillor Moore (Chair)

Councillors Fenton (Vice- Chair), Anandou, Chambers, Fisher, E Giles,
Hinchliff, Lewis, Taylor, Tipper and Owen

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Report to Budget and Corporate Scrutiny Management Board

5 October 2023

Subject:	Performance Management Framework – Q1 Monitoring
Cabinet Member:	Deputy Leader, Cllr Bob Piper
Director:	Chief Executive – Shokat Lal
Contact Officer:	Kate Ashley – Strategic Lead: Service Improvement Kayleigh Walker – Senior Lead: Service Improvement Jane Alexander – Senior Lead: Service Improvement Sarah Sprung – Senior Lead: Service Improvement

1. Recommendations

- 1.1 That SMB note progress on the further development of the Corporate Performance Management Framework and provide comment on the Q1 monitoring reports.

2. Reasons for Recommendations







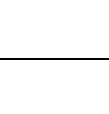
- 2.1 Council approved a Corporate Performance Management Framework (PMF) on 12 April 2022, to address the recommendations of the



Governance Value for Money Review by Grant Thornton and as a key element of the Council's Improvement Plan.

- 2.2 Since then, the corporate PMF has been further refined and built into business processes. In June 2023, Cabinet approved a revised Corporate Plan with a revised set of Corporate Performance Indicators. This report sets out the Council's progress against the delivery of the Corporate Plan and performance against the Corporate Performance Indicators for Q1 of 2023/24. **Appendix 1** lists the measures and performance, including a RAG rating against target where applicable. The appendix also includes the direction of travel of performance since the last quarter of 2022/23 and compared to the same period last year.
- 2.4 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.

3 How does this deliver objectives of the Corporate Plan?

	The corporate PMF includes measures under all strategic objectives in the Corporate Plan to monitor progress in these key areas. The PMF also includes elements that measure the council's use of its resources to ensure delivery of the strategic objectives.
	
	The Strategic Risk Register details the key strategic risks that need to be managed to ensure that they do not negatively impact on the successful delivery of the Corporate Plan objectives.
	
	
	
	



- 3.1 An effective performance management framework facilitates increased accountability, learning and improvement. It also provides early warning signals and facilitates decision-making.
- 3.2 On a quarterly basis, the council gathers and analyses a wide range of data and information to understand how effectively its plans are being implemented and whether the strategic outcomes contained in the Corporate Plan are being achieved.
- 3.3 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.

4. Quarter 1 Key messages

Corporate Plan

4.1 The table below shows that 167 Corporate Plan ‘We will’ statements and Directorate Business Plan Actions are on track, 37 are experiencing medium issues and 8 are experiencing significant issues.

	Best Start	Live Well & Age Well	Strong Resilient Communities	Quality Homes	Strong Inclusive Economy	Connected & Accessible	One Council One Team	Total
No of Corporate Plan 'we wils'	12	21	20	17	11	8	18	107
No of Directorate Business Plan Actions	23	85	38	23	18	17	51	255



On Track	12	62	21	11	14	12	35	167
Medium Issues	5	10	6	5	2	3	6	37
Significant Issues	-	4	1	1	-	-	2	8
No Update available	6	9	10	6	2	2	8	43

Quarter 1 Performance

4.2 In summary, of the 79 indicators given a RAG status this quarter, 23 are RAG rated 'red', 13 are rated 'amber' and 43 are rated 'green'. 46 do not have a RAG rating as a target is not applicable or available, and the PI is for information only. For 38 PIs no data is available, and this is because the PI is either being developed or there is no information available this quarter.

Area	Total	Red	Amber	Green	RAG NA	Data not available	Annual
Best Start	38	3	7	9	13	6	0
Live well Age Well	37	3	4	9	4	14	3
Strong Resilient Communities	24	0	1	6	3	4	10
Quality Homes	21	5	1	6	1	1	7
Strong Inclusive Economy	15	0	0	1	4	4	6
Connected and Accessible	11	0	0	1	0	0	10
One Team One Council	57	12	0	11	21	9	4



Total	203	23	13	43	46	38	40
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- 4.3 For some Directorates including Adult Social Care, Children’s Services and Public Health, Q1 data was not available because of the time lag in reporting, so the most recent data has been provided. Some of these are annual, and data will not be provided again until year end, but has been provided here for context, given it is the first time it has been reported in this format.
- 4.4 For some indicators, a target is not applicable, or a target was not in place for the time period the data relates too (this is the case for many indicators in Children and Education; however, for most of these a target has now been set for this year).
- 4.5 The following sections provide on oversight of Corporate Plan monitoring and performance across the strategic outcomes.

5 The Best Start in life for Children and Young People

Corporate Plan Monitoring

- 5.1 Good progress has been made under the theme of First 1,000 days in respect of new birthing visits. Sandwell achieves 97.9 of their new birth visiting, against a national average of 97.6.
- 5.2 Libraries continue to provide good outreach with 110 Deliver Play, Talk, Read sessions in all libraries and 1175 under 5s active library users through the Sandy Bear project.
- 5.3 The Council is continuously improving with the lessons learnt captured from SEND 2 incorporated into the project plan for SEND 3 developed with Local Partnerships. ITT documentation and specification is to be refreshed to drive continuous improvements and better outcomes for children and young people and their families.



5.4 There has been some slippage on projects such as the Early Help Strategy where further work is required to ensure more partners are taking on a Lead Professional role. Also, a review of existing school admission appeals service arrangements is due to commence in August/September 2023.

Performance Reporting

5.5 We are below target for 'Financial performance against budget (SCT)' - At the end of Q1 SCT were projecting a year end deficit of £224k against the Contract Sum, in real terms this is an overspend of £966k as there is an expectation for SCT to achieve a surplus of £742k by the end of the year. At the end of July 2023 SCT had provided an update to this and are projecting a year end deficit of £797k against the Contract Sum, in real terms this is an overspend of £1,537k as there is an expectation for SCT to achieve a surplus of £740k by the end of the year. These projections are based on 4 months of activity and subject to change.

5.6 Whilst we are above target for 'Early Help - Referrals to Social Care with no evidence of Multi-Agency Early Help in the prior 12 months' and slightly above target tolerance, performance is on par with last quarter and 1% lower than this time last year.

5.7 We are above target for 'Care Leavers that are NEET', although within the tolerance (53%). The 19–21 year-olds Statistical Neighbour Average NEET is 45%, England is 41% and 43% for the West Midlands.

5.8 Whilst the '% of 16s and 17s not in employment, education or training (NEET)' is slightly higher than target, last quarter and this point last year, performance is still below the figure for statistical neighbours (3.5%), West Midlands (3.1%) and England (3.2%).

5.9 The '% children becoming subject of a CP Plan for the second or subsequent time (within two years)' is below target ('Green') and better than last quarter and last year. This is a local measure the latest regional performance is at 10.4%.



- 5.10 The 'Permanent vacancy rate of social workers' is 22.7% ('Green'). The current England and Statistical Neighbour Averages are 14.7% and 16.7%. This measure includes vacancies covered by agency workers. Performance has improved since last quarter (24%)
- 5.11 The Children in Care with 3+ moves (placement moves) is 7.5% ('Green') and better than last quarter (8%) and this point last year (8.1%)
- 5.12 The Number of Children/Young People receiving intervention (Early Help) was 1138 this quarter ('Green'). Those allocated to Strengthening Families remained the same, however huge increase in Multi-Agency Early Help (+121) to the highest figure recorded.

6 People Live Well and Age Well

Corporate Plan Monitoring

- 6.1 Progress has been made in tackling health inequalities, data sharing with GPs, smoking cessation and improving air quality.
- 6.2 Work continues to be underway with partners to reduce social isolation and there is further investment into community based mental health programmes.
- 6.3 There has been slippage in some areas including implementing the new day opportunities model across the market; Joint Equipment Stores site development and relocation of Community Alarms and the upgrade of the Walker Grange Accommodation. Further detail is provided in **Appendix 1**.

Performance Reporting

- 6.4 'The targeting of the health checks at those most in need' is below target, (200 against a target of 1,500). This is because the new service started in February and due to data sharing, the service was delayed in starting the health checks. However, they are now catching up and performance will improve next quarter.
- 6.5 'Vaccine take-up, childhood vaccines, flu season and COVID boosters' is below target but the data relates to MMR. The flu season vaccination



doesn't start until October and the data will not be available until later in the year.

- 6.6 Childhood Obesity is 34% (2021/22; this is the most recent data available. Data for the year prior to this is not available (pandemic year)). The source is the National Child Measurement Programme for Year 6. Sandwell is significantly above the regional (26.2%) and national figure (23%).
- 6.7 'Smoking at time of delivery' is 9.3% of women who deliver, this is below the regional value of 9.8% but slightly above the national value of 9.1%. Further work is being carried forward to increase uptake of smoking cessation offer for those who are smoking in pregnancy.
- 6.8 In 2022-23, 51.9% of service users (ASC) said they have as much social contact as they want with people they like, an increase from 47% in 2021-22. This is below target but within the target tolerance. The latest benchmarking information for the service user survey relates to 2021/22. The Sandwell score is higher than regional (41.6%) and national (40.6%) average.
- 6.9 During 2022-23, 63.7% of people were at home 91 days after being discharged from hospital into a reablement service. This compares to 66% during 2021-22. The Sandwell score is below the regional (81.2%) and national average (81.8%). Benchmarking also shows that Sandwell offers significantly more episodes of reablement than other LAs. Work is being done on the pathways that facilitate hospital discharges and the criteria of the reablement offer. Please note, every local authority has their own way of calculating their measure, so numbers that make up this calculation can vary wildly across authorities, so not always useful to compare results or processes.
- 6.10 Deaths from drug misuse, Hospital admissions due to substance misuse (15-24 years), Admission episodes for alcohol-related conditions and Smoking cessation uptake are all better than target (which is the national average). Performance against these indicators is significant given the demographics of the area. In particular, Sandwell still has one of the lowest rates of drug related deaths in the region and within the lowest in



the country and alcohol related admissions are the third lowest in the region for 2021/22. This is below Solihull and Malverns.

- 6.11 The 'Overall satisfaction of people who use services with their care and support' is significantly above target and better than last year. The latest benchmarking information relates to 2021/22. The Sandwell Score is significantly higher than the regional (62.2%) and national average (63.9%).

7. Strong Resilient Communities

Corporate Plan Monitoring

- 7.1 Delivery of the Legacy Build phase for the Sandwell Aquatics Centre and facility available for public use from Summer 2023 - SAC opened July 2023, membership above target of 3,000 members and delivered on time and in budget.
- 7.2 Green Flag accreditation achieved at SVC and Tipton Cemetery. In addition, Fallings Heath cemetery has been awarded Green Flag status for the first time.
- 7.3 Corporate Climate Change Action Plan agreed to ensure we can meet our 2030 and 2041 targets for carbon neutrality.
- 7.4 There were 2,772 attended fly-tipping incidents in Quarter 1. The total cost of removal of these fly-tips was £172,607.

Performance Reporting

- 7.5 There is no target for 'Domestic Abuse incidents in Sandwell reported to police', but this has increased significantly since Q1 22/23 and will continue to be monitored (2,855 in Q1 23/24 compared to 2,037 in Q1 22/23).
- 7.6 Data for 'the number of cases referred to the MARAC' is not yet available. However, when looking at year end figures, MARAC cases saw a 28.4% increase in 2022/23, in comparison to the previous year. This includes a repeat rate of 49%, which is above the Safelives



recommendation of 28-40%. 2021/22 held a repeat rate of 43%, which demonstrates a 6% increase, which may account for some of the increased referral figures. 2022/23 saw the commissioning of a new 5-year contract with Black Country Women's Aid to provide refuge safe accommodation across the Borough. 2023/24 is also seeing more investment into making community living safer for victims, which is a key priority within safe accommodation.

7.7 'The number of library visits in person', 'the % of Meaningful gifting of Booktrust packs', 'the number of community activities & events held in libraries or online', 'the number of PC sessions held in libraries' and 'percentage of Library users satisfied with the service overall (per quarter)' are 'green', illustrating good use and high satisfaction with library services.

8. Quality homes in Thriving Neighbourhoods

Corporate Plan Monitoring

- 8.1 The majority of actions under this theme are on track. Those under medium /risk of slippage include construction costs increasing for council home new builds.
- 8.2 SHDF Wave 1 – delivery of properties reduced due to delivery difficulties with project expected to be concluded by October.
- 8.3 There has been some slippage in bringing empty homes back into use in terms of recruiting an Empty Property Officer, but this post is now filled.
- 8.4 Government has withdrawn Housing Transformation Fund so work is on hold and therefore a red risk.

Performance Reporting

- 8.5 The 'Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty)' is below target and below last quarter and Q1 last year. This is due to the impact of the historical backlogs with homelessness prevention, a number of cases have



escalated beyond prevention and into relief. This has been progressing through the system and we expect prevention levels to return to target levels by September 2023

- 8.6 The 'Number of long-term empty homes brought into use' is 0 against a target of 2. The Empty Property Officer has now been appointed and is anticipated to start in September. Precatory work has been underway for a number of months and the service has a number of cases in train which will be progressed and, in some instances, concluded by the new post holder. The target is profiled throughout the year with a Q4 target of 20.
- 8.7 'The percentage of properties with a Domestic Electrical Installation Condition report (DEICR) under 5-years old (or in legal resolution)' is below target at 89.40% against a target of 100%. The service self-referred last year to the housing regulator, with the intention to increase work streams for the testing programme and implement a new legal process along with the new tenancy agreement. We continue to work with our contractors to provide more resource to meet demand. Access is an issue in some instances and in some cases we require 2 visits, the first to test the installation and the second where significant remedial work is required. Minor work is completed during the initial visit. Current estimates are 100% compliance by April 2024.
- 8.8 'The % of current tenancies with a live valid Home Check in place (in the last 3 years)' is below target at 12.7% against a target of 16%. A total of 1130 Home Checks have been carried out during Q1. This has had less impact on the % of tenancies than we anticipated due to a higher than anticipated number of tenancies ending in the period. Recruitment to new Housing Service Office posts created by the restructure of the service were completed by June, this will increase capacity to deliver more home checks from Q2.
- 8.9 'The total number of people assisted by Welfare Rights Service to claim additional benefits' is below target at 2,475 against a target of 2,750 due to the increase in complex cases, resulting in officers having to spend more time on each case. Overtime has been introduced as well



as recruiting to a number of temporary posts to increase the number of officers dealing with enquiries. This did not hinder performance on the monetary gains for the quarter as the service was successful in gaining £388,669 over target.

- 8.10 The proportion of homes for which all required gas safety checks have been carried out is slightly below target (Amber 99.19%) because of a shortage of labour in the market. However, there has been recent improvement and so performance for the PI should improve moving forwards.
- 8.11 Significantly fewer Disabled Facilities Grants (DFGs) are being approved due to the reduction in referrals received from Adult Social Care from April 2023 as all Council owned property referrals are being delivered directly by the Councils Asset Management Team and not by the Home Improvement Agency. However, we are still above target, and above target for the DFGs certified as complete.
- 8.12 Fire Safety Checks, Water Safety Checks and Lift Safety Checks are new measures included in the Corporate Set for 2023/24 and are all 100% in Q1.

9. A Strong Inclusive Economy

Corporate Plan Monitoring

- 9.1 Most of this area is on track with only two actions rated as amber.
- 9.2 We continue to work with partners in relation to retaining local spend in the borough. Cabinet have given approval for the procurement of a strategic delivery partner for regeneration projects in which local spend, local employment and low carbon are essential requirements.
- 9.3 The Council continues to work with key contractors to ensure that local businesses and supply chain benefits from capital projects spend. For example, 58% of the construction spend with Wates Ltd occurred within a 10 mile radius of the Aquatic Centre.



- 9.4 The Levelling Up Programme with interventions has been agreed with DLUC and Cabinet. Spending profiles are very challenging, we will continue to work with Government to maximise benefit of this partnership.

Performance Reporting

- 9.5 The number of businesses supported quarterly target has been achieved. These businesses have come through either by direct referrals or via other partners referring through to the Business Growth Team. The majority of businesses have required support with access to finance and business support and guidance.
- 9.6 When looking at the Employment rate in Sandwell, of the 68% of people economically active, 63.9% are employed. For the West Midlands, 77.5% are economically active with 73.8% in employment and for Great Britain, 78.5% are economically active, with 75.6% in employment. The employment rate has been on a downward trajectory since March 2021 when it peaked at 74%.
- 9.7 The Economic Intelligence Unit provided some insight on this, stating that ‘the data suggests that this is likely to be a continuation of the participation/worklessness issues identified nationally since the pandemic - with people (either in work or looking for work) leaving the labour market and not returning. There are now 21,800 more people inactive in Sandwell, mainly driven by those long-term sick which has increased by 7,700 and those looking after the family or home - up c.6,000. This participation issue can also be linked to higher worklessness due to poor health (particularly mental health) which suggests a need to improve access and the way in which health services and employment services work together.’

10. A Connected and Accessible Sandwell

Corporate Plan Monitoring



- 10.1 Progress on delivering the capital programme of maintenance in relation to highways infrastructure is on track. The expenditure profile delivers more costly work in the final two quarters.
- 10.2 The Transportation Pipeline projects and the £30M Birchley Island Major Junction Improvement are all long-term programmes with no departures to report.
- 10.3 Sandwell's Cycling and Walking Infrastructure Plan projects are generally on track to deliver, whether funded from the active travel fund, the towns fund programme or CRSTS.
- 10.4 Commercial bus services in the WM are being reduced due to viability/footfall issues and this has impacted on the level of bus service provided in Sandwell.

Performance Reporting

- 10.5 We have completed 1 more Road Safety scheme this quarter than target. The Road Safety Schemes completed include Tollhouse Way, Smethwick - Cycle Infrastructure Scheme Phase 3, Wednesbury Town Centre Heritage Action Zone and Active Travel Improvements, Zebra Crossing – Hobs Road, Wednesbury.

11. One Team One Council

Corporate Plan Monitoring

- 11.1 There has been slippage on customer engagement and development of Customer Access Strategy. Revised date for draft strategy is now March 2024.
- 11.2 Embedding and delivery of Corporate Plan and Service Planning Framework through corporate approach in place and corporate plan refresh completed.



11.3 New approach to internal comms established that includes: CE blog, all staff live events and in person briefings, Directorate live events, Team Talk manager briefing, weekly news bulletin, dedicated wellbeing bulletin.

Performance Reporting

11.4 Performance in the Revenues and Benefits Contact Centre, whilst not meeting target, is significantly better than the same point last year and performance is projected to improve further in the future.

11.5 There are resource issues in the Adult Contact Centre and Corporate Contact Centre which are impacting performance. Both centres are struggling to fill vacant posts, the Corporate Contact Centre is being affected by staff sickness and the Adult Contact Centre sadly lost a member of the team after a short illness, which impacted staff morale for a period in Q1.

11.6 SARs compliance with timescales and FOI compliance within timescales are both below target. There has been an increase of SARs within Housing due to solicitors utilising the SAR process as a mechanism for obtaining records to pursue Housing Disrepair Claims. This is being managed by the Governance Team, Housing and Legal Services. There have also been resource issues within Adults Social Care which is negatively impacting SARS statistics.

11.7 We have seen a reduction in our compliance with FOI timescales from the previous quarter, however there is a significant improvement on performance for the same time last year. During Q1 there was a high volume of FOI requests in Housing. There are also resource issues in ASC and Finance which has had a negative impact on performance of this measure.

11.8 The number of stage 1 complaints has increased in Q1 compared to last quarter and Q1 last year, driving up the number of complaints received overall. However, there are fewer complaints (at both Stage 1 and 2) upheld this quarter compared to last quarter and Q1 last year.



Work is underway to analyse complaints, but no themes have been identified yet. The number of compliments received remains consistent.

11.9 The percentage of complaints responded to in 10 working days is below target and worse than Q1 last year. To address this, the Customer Feedback Team (CFT) are working with all directorates to provide prompt, high quality responses. The CFT are also taking a lead in co-ordinating a response where a complaint requires further investigation or involves multiple directorates, maintaining clear communication, trying to prevent delays and helping to minimise customer frustration. The Team is encouraging other directorates to adopt a similar approach, to improve performance.

11.10 The number of MP enquiries has increased in Q1 compared to last quarter and Q1 last year. The satisfaction with Member Enquiries is monitored and the average rating is 4.84/5. However, this only based on 19 responses.

11.11 The number of customer contacts is increasing overall, but this is because there is more contact via MySandwell. Of the contacts via MySandwell, the increase is where no service response is needed; contacts where a service response is required has remained consistent over recent years (around 11-12%). This is alleviating pressure on other channels. The use of MySandwell is also increasing because of other reasons e.g. the need to book a slot to visit the tip, bin collection day reminders and the increase in people making payments. The number of telephone contacts last financial year was its lowest it has ever been (628.9k), other than 2020/21 (617.7k). 2020/21 was the Pandemic year when many services were closed or restricted. This again illustrates MySandwell is evidently minimising contact to other channels.

11.12 Of the 7 Finance PIs with a RAG status, 2 are 'Red'. These include 'Business Rates Collection' and 'Variance from budget – General Fund'.

11.13 Business rates collection is down on last year (also the Q1 target figure); however due to revaluation there is more debt to collect. Collection for



22/23 was also higher due to the effect of the team awarding £6m in Covid Additional Relief fund onto accounts which increased collection rates, so the two years are not directly comparable.

- 11.14 There is over £6m of overspend of the General Fund this quarter. Work is being undertaken to reduce the projected overspend and potential underspends may reduce overall position.
- 11.15 Sundry debt collection is significantly above target and Q1 last year; however, from the 1/4/2023 invoices issued in the first 14 days are not included in this (the service are allowing residents 14 days to pay rather than the invoice being considered due for payment immediately). Therefore, performance figures are not comparable to last year but have been included for information.
- 11.16 The 'Average working days lost per employee due to sickness absence (FTE)' is 2.87 days above a target of 2.24 days. Sickness levels have increased for the last two consecutive years since the coronavirus pandemic began in 2020-21. Housing and Regeneration and Growth have achieved a reduction in sickness compared to last year. All other directorates have seen a marginal increase apart from Borough Economy who encountered the highest increase. The most significant increase is for stress related sickness and a decrease in infections. This is due to the end of the pandemic which resulted in a decrease in coronavirus cases.
- 11.17 Stress related sickness increased by 1,107 working days (+55.4%) compared to the previous year and the main causes of this increase were:
- work related stress (+525)
 - personal reasons (+559)
 - mental health (-12)

The number of occurrences of stress, depression, mental health for this year was 141. This is an increase of 39 upon last year. The average per occurrence was 22 days this year compared to 19 days last year.



Cost of sickness in Quarter 1 (2023-24) was £1.196m compared to £1.092m in 2022-23, this is an increase of almost £104k.

11.18 Targets are being developed for a number of HR PIs – this is the first time many are being reported quarterly. However, when comparing Q1 to Q4 in 22/23, there are no significant changes in the data.

11.19 The average satisfaction rating from members using the Councillor portal is 4.08/5, below the target of 4.5. Training for the portal was given to new Councillors on 25/07 and 03/08. From 04/05 (election day) to 03/08, not all Councillors may have been accessing the portal, which will have impacted performance figures. In addition, not all Councillors leave a rating.

11.20 A new PI 'Members to undertake a minimum of 10 hours of development annually' is above target at 34.72%. This equates to 25 out of the 72 members. The year-end target is 90%

12. Contract Governance

12.1 Reports on contract governance have been provided for Sandwell Childrens 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

12.2 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

12.3 Performance against the contract KPIs continues to be monitored. At the end of Q1, 9 out of the 15 KPIs were green, with three in the amber tolerance zone. At the end of the previous quarter 11 out of the 15 KPIs



were green. There continues to be significant issues in recruiting and retaining social workers, with the Vacancy Rate indicator remaining red however performance has improved since the end of Q4.

- 12.4 SCT attended the Children and Education Scrutiny Board in September 2023 to present the half yearly performance report. This is in line with the contractual obligations. Discussion in respect of new KPIs are ongoing between the Trust and Council. The new KPI's have been broadly agreed, with further work required to finalise them. This work has been delayed due to the Area SEND inspection being announced on 19th June and concluding 7 July 2023.
- 12.5 The composition of the Board of Sandwell Children's Trust is laid out in the Articles of Association. It includes a requirement to have two Council appointed non-executive directors (NEDs). A vacancy arose in respect of the Member NED. As per the process previously agreed by Cabinet, Cllr Randhawa has taken over as the Council appointed Member NED, approved by Cabinet in July.
- 12.6 With regard to finance, SCT Achieved a £39k surplus in 2022/23, which was significantly less than was expected due to the increasing pressures across the workforce and the significant and increased placement cost pressures. SCT secured third party income from the Integrated Care Board in excess of the sum budgeted for.
- 12.7 Cabinet approved the contract sum, £74.475m for 2023/24 on the 15th February, representing an increase of £2.5m or approx. 3.5%. In addition to the base contract sum, £138,002 additional grant was agreed by Public Health towards the cost of the DECCA Service, which is delivered by SCT as part of their targeted youth offer.
- 12.8 The 2023/24 target is that the contract sum will generate an in-year surplus of £0.74m which will contribute to the expectation of reducing the



cumulative deficit position of £7m as at 1st April 2022. The Trust's latest MTFP shows that the deficit is to be fully repaid by 2027/28. However, at the end of Q1 the forecast is that the target will not be met (please see paragraph 5.5).

Serco

- 12.9 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.
- 12.10 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.
- 12.11 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.
- 12.12 Q1 performance is inevitably dominated by the industrial action that affected the service from 5 June. In addition, other pieces of work have been impacted. For example, it was necessary to stand down the work commissioned to sample resident participation and bin presentation to inform KOT1.
- 12.13 Whilst industrial action was an extremely challenging period for the service, employees and residents, it provided further evidence of the



improvements to contract management and partnership working. The actions taken are considered to have significantly mitigated the impact of the industrial action and expedited the backlog catch-up.

Places Leisure

12.14 A 25-year contract is in place with Places Leisure to operate West Bromwich Leisure Centre and an annual management fee of approximately £20K is paid to the Council.

12.15 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.

12.16 In terms of Q1 participation, there has been an increase visits, Fitness Live memberships and swimming compared to 2022.

Sandwell Leisure Trust

12.17 In Q1, Sandwell Leisure Trust (SLT) managed the following leisure centres in Sandwell:

- Haden Hill Leisure Centre
- Hadley Stadium
- Harry Mitchell Leisure Centre
- Langley Swimming Centre
- Portway Lifestyle Centre
- Smethwick Swimming Centre
- Tipton Leisure Centre
- Tipton Sports Academy
- Wednesbury Leisure Centre

(in July 2023, Langley Swimming Centre and Smethwick Swimming Centre closed and the Sandwell Aquatics Centre opened)

12.18 As part of the council's resolution of the issues identified, Cabinet at their meeting 9 February 2022 terminated the Management Funding Agreement (MFA) with SLT with SLT will formally ceasing to deliver services on 30 April 2023.

12.19 Cabinet at their meeting 22 June 2022 decided that SLT will be replaced by a Local Authority Trading Company (LATC). However, following



approval from Leadership Team and Cabinet, officers have extended the termination period with SLT to March 2027, due to the cost benefit in relation to utility costs, improved partnership working and revised governance arrangements.

12.20 In terms of performance, attendance is down in Q1 compared to 2022 – reflective of the winding down of Langley and Smethwick and also the closure of the swimming pool at Haden Hill, however, memberships have increased by 5.65%. There has also been a 3% growth in those enrolled on the Learn to Swim programme.

12.21 The current improvement focus during Q1 was across 2 key work streams; trading – identifying how SLT’s post-Covid trading is rebounding in comparison to national and statistical comparators and supporting preparation for the public opening of Sandwell Aquatics Centre (SAC).

13 Strategic Risk Register

13.1 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 corporate 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.

13.2 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.

13.3 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 SRR was presented to ARAC on 21 September 2023.



13.4 The risk register is a live document and reflects the Council risk profile position at the time of preparing this report in September 2023. The assessment of each strategic risk and the mitigations has been reviewed with the risk owners and the Leadership Team prior to reporting to the Audit and Risk Assurance Committee. A summary of the strategic risk register is included at **Appendix 3**.

13.5 The following associated risks are being subject to a wider review, while it is not envisaged that there will be any significant change in the risk scores an update will be presented to the November meeting of the Audit and Risk Assurance Committee:

- Medium Term Financial Plan and Resource Allocation
- Future Government Policies and Funding Sources
- Budget Monitoring and Management
- Oracle e-Business Suite
- Partner Organisations/Contractors Service Delivery
- Inflation

14. Changes to the Corporate PI list (for Cabinet approval)

Cabinet approved the Corporate Performance Indicators in June alongside the refreshed Corporate Plan. For some areas, there was a placeholder for PIs that have now been developed. Others have been reviewed and improved and for a small number, the case made for them to be taken out of the Corporate set. Scrutiny as asked to review this list and provide comments on the proposals.

Corporate PIs - amendments or removal

PI	Strategic Outcome and Directorate	Justification
The number of care leavers accommodated by housing under their own tenancy	Best Start in Life Children and Education	This indicator relates to a small number of individuals. It will still be monitored at Directorate level.
A 5-7% point reduction on the reported numbers of CYP experiencing emotional health and well-being challenges	Best Start in Life Children and Education	This indicator relates to a small number of individuals and is survey based. It will still be monitored at Directorate level.
% of practice reviews and practice observations rated as good or outstanding	People Live well and age well Children and Education	This indicator relates to a small number of individuals. It will still be monitored at Directorate level.



Smoking Prevalence in adults (18+) - current smokers (APS)	People Live well and age well Public Health	There has been a change to the methodology in calculating this PI and the sample it is based on is very small, therefore the data is less meaningful. Smoking cessation uptake is included in the corporate set, as well as smoking at the time of delivery.
Events Attendance / Participation (Forge Mill Farm)	Strong Resilient Communities Borough Economy	Amended to 'Visitor spend per head (including secondary spend)'; this will present the narrative on a more commercial footing.
Number of affordable homes delivered p.a. through the HRA	Quality Homes Regeneration	Changed to 'Number of new council homes built p.a. (Council house new build programme and the high-rise programme)'
Number of affordable homes delivered p.a. via private developers	Quality Homes Regeneration	Changed to 'Number of affordable homes delivered in total per annum (including council homes)'

Corporate PIs - additions

PI	Strategic Outcome and Directorate	Justification
Educational Attainment CIC - attainment at KS2	Best Start in Life Children and Education	To measure the following statement in the Corporate Plan 'We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our 'family', and promoting fostering and adoption.'
Educational Attainment CIC - attainment at KS4		
Educational Attainment KS2 (overall)		
Educational Attainment KS4 (overall)		
Children in Care - Same Placement for 2+ years		
Children in Care with 3+ moves (placement moves)		
Children in Care - Health assessments		
Children missing from placement and return interviews in time		
Deliver the statutory duty to provide travel assistance: Children moving onto personal travel budgets		To measure 'We will ensure that children and young people with SEND can access high quality local services when they need them, by working with partners to ensure there is a comprehensive local offer available to children and families' and also because of the spend in this area.
The total number of people assisted by the Welfare Rights Service to claim additional benefits	Quality Homes Housing	This measure shows the impact of the cost of living and the outcomes being achieved in supporting people experiencing financial pressures.



Members to undertake a minimum of 10 hours of development annually	One Council One Team Law and Governance	To measure the Member development programme and delivery of training
Member PDPs completed (no PDPs completed in Q1. For 2023/24 these will take place October- December and will be included in the Q3 report.	One Council One Team Law and Governance	To measure the Member development programme and delivery of training
The percentage of top 5% of earners that are women	One Council One Team HR	HR Measures to underpin the One Team Framework
The percentage of top 5% of earners from black and minority ethnic Communities		
The percentage of top 5% of earners who have a disability		
The percentage Disabled employees		
The percentage Ethnic Minority employees		
The percentage leavers from Sandwell Council		
The percentage new starters to Sandwell Council (include apprentices)		
Number of apprentices		
The number of graduates on the Sandwell Management Graduate Programme		
Gender Pay Gap Median		
Gender Pay Gap Mean		
Number of formal disciplinary investigations		
Number of formal grievance cases		
I am proud to work for the council		
I would recommend this council as a good place to work		
I feel a strong sense of belonging to this council		
Considering everything, I am satisfied to be working for this council		
This council motivates me to do more than is normally required in my work		
No. of Regeneration Pipeline projects in Concept Stage, Business Case Stage, Delivery Stage, projects on site, projects complete.	A Strong and Inclusive Economy Regeneration	Regeneration Pipeline PIs – a breakdown has now been provided. These will be reported on at year end.
No. of Regeneration Transport Pipeline projects in Concept Stage, Business Case Stage, Delivery Stage, projects on site, projects complete.	A Connected and Accessible Sandwell Regeneration	Regeneration Transport Pipeline PIs - a breakdown has now been provided. These will be reported on at year end.



15. Implications

Resources:	There are no direct financial implications to this report.
Legal and Governance:	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 will enable officer and political leadership to improve oversight and corporate grip of the council's performance.
Risk:	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 to achieving service delivery and the strategic objectives identified in the Corporate Plan. These risks and the associated mitigations are noted in the SRR. The corporate performance management framework is a key mechanism to report progress and performance to the Government appointed Commissioners.
Equality:	Equality measures are included in the PMF, including the Organisational Health workforce indicators and the progress of the Corporate Plan.
Health and Wellbeing:	The measures to track progress of the Corporate 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.
Social Value	Measures in the PMF include looking at percentage of spend in the local area.



Climate Change	There are measures in the PMF that look at air quality and passenger journeys on public transport and ‘we will’ statements in the Corporate Plan on renewable energy measures in the build of new homes.
Corporate Parenting	There are measures in the PMF that look at children in care related to education, placements moves, health assessments and NEET figures.

16. Appendices

- Appendix 1 – Corporate Performance Report 2023/24 Q1
- Appendix 2 – Corporate Performance Report 2023/24 Q1 Annual PIs
- Appendix 3 – Strategic Risk Register September 2023
- Appendix 4 – Corporate Health and Safety Report Q1 2023/24

17. Background papers

- [Performance Management Framework – Q4 Monitoring](#)
- The appendices to this report are available here:
<https://sandwell.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=6561&Ver=4>

Report to Council 21 April 2022:

- [Performance Management Framework for the Council](#)



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Corporate Performance Report Q1 2023/24

Rag Rating

Green	On or better than target	DOT	Direction of travel - comparator to previous quarter and the same quarter in the previous year
Amber	Worse than target but within target tolerance		
Red	Worse than target and outside the target tolerance		

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CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
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The Best Start in Life for Children and Young People

B8c	Financial performance against budget (SCT)	Bigger is better	£740k Annual Surplus	5%	£224k deficit	£39K surplus	£489k surplus	At the end of Q1 SCT were projecting a year end deficit of £224k against the Contract Sum, in real terms this is an overspend of £966k as there is an expectation for SCT to achieve a surplus of £742k by the end of the year. At the end of July 2023 SCT had provided an update to this and are projecting a year end deficit of £797k against the Contract Sum, in real terms this is an overspend of £1,537k as there is an expectation for SCT to achieve a surplus of £740k by the end of the year. These projections are based on 4 months of activity and subject to change.	Children and Education
B8f	SCT Ofsted rating - ILACS (Inspecting local authority children's services)	Bigger is better	Good	NA	Requires improvement to be good (2022)	NA	Inadequate (2017)	Annual. The inspection was in May 2022. Whilst below the target of 'Good', performance has improved since the previous inspection in 2017.	Children and Education
B12b	Early Help - Referrals to Social Care with no evidence of Multi-Agency Early Help in the prior 12 months	Smaller is better	<70%	70.1%-75%	76%	76%	77%	Remained on par with the previous quarter and is slightly below Q1 22-23 at 77%.	Children and Education
B3c	% of Schools 'Good' or 'Outstanding' OFSTED rating: Primary	Bigger is better	89%	5%	86% (30th June 2023)	86% (Dec 2022)	86% (30th June 2022)	Data as at 30th June 2023. Regional average is 87% and national average is 90%. Please note that this data includes academies.	Children and Education
B3d	% of Schools 'Good' or 'Outstanding' OFSTED rating: Secondary	Bigger is better	80%	5%	79% (30th June 2023)	79% (Dec 2022)	79% (30th June 2022)	Data as at 30th June 2023. Regional average is 82% and national average is 81%. Please note that this data includes academies.	Children and Education
B6a	Rate of Children on a Child Protection Plan per 10,000 CYP population	Smaller is better	45	45.1 to 55	45.2	39.5	45.5	Our current rate of Children on a Child Protection Plan is 45.2 per 10,000 (384 Children) this is below Statistical Neighbour Average of 52.6 per 10,000 but slightly above England Average of 42.1.	Children and Education
B6c	% Care leavers that are NEET (aged 19-21)	Smaller is better	50%	50.1%-55%	53%	54%	52%	We are above target for this indicator, although within the tolerance. The 19-21 year olds Statistical Neighbour Average NEET is 45%, England is 41% and 43% West Midlands.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B6d	% of 16s and 17s not in employment, education or training (NEET)	Smaller is better	1.75%	5%	1.8% (Qtr. 1 23/24)	1.2% (Qtr. 4 22/23)	1.5% (Qtr1 22/23)	We are above target but within tolerance. Sandwell performance compares positively compared to Statistical Neighbours 3.5%; West Midlands 3.1%; England 3.2%	Children and Education
B12a	Early Help - Number of Allocated Lead Professionals by Organization	Smaller is better (strengthening families) Bigger is better (other partners)	Strengthening Families <60% Other Partners >40%	Strengthening Families 60.1%-65% Other Partners 35%-39.9%	62% Strengthening Families 38% Other Partners	67% Strengthening Families 33% Other Partners	60% Strengthening Families 40% Other Partners	Continues to be predominantly SCT (62%) and Childrens Centre's (32%) undertaking the LP role, the remaining 6% is led by Schools.	Children and Education
B9e	Children in Care - Same Placement for 2+ years	Bigger is better	68%	60-68%	65%	63.10%	67.20%	Performance is below target but has improved since last quarter. Performance is impacted by the difficulties in recruiting foster carers and the older demographics of foster carers (significant number in the 60-75 age group); many in this group are retiring or facing ill health which impacts placements. In addition, many children in care have complex needs and often a move to another placement is beneficial.	Children and Education
B12c	Early Help - Number of Step Downs to Multi-Agency Early Help that do not return to Social Care within 12 months	Bigger is better	>80%	75%-79.9%	83%	81.30%	85%	Performance whilst above target, is slightly below average for the year (84.2%)	Children and Education
B3e	% of Schools 'Good' or 'Outstanding' OFSTED rating Special and alternative provision	Bigger is better	86%	5%	86% (30th June 2023)	Special - 75% Alternative - 100% (Dec 2022)	100% (30th June 2022)	Data as at 30th June 2023. Regional 80% and National 88%.	Children and Education
B6b	% children becoming subject of a CP Plan for the second or subsequent time (within two years)	Smaller is better	15%	15% to 22%	8.70%	10%	11.70%	Current performance is at 8.7%, 1.3% below last quarter. This is a local measure; the latest regional performance is at 10.4%. No England or Statistical Neighbour data available for this measure.	Children and Education
B8a	Permanent vacancy rate of social workers	Smaller is better	<37%	37.1%-43%	22.70%	26%	24%	Current England and Statistical Neighbour Averages are 14.7% and 16.7%. This measure includes vacancies covered by agency workers. Performance has improved since last quarter.	Children and Education
B8d	SCT Ofsted rating - fostering	Bigger is better	Good	NA	Good (2021)	NA	Requires improvement to be good (2019)	The inspection was in 2021 and the overall rating was 'Good', with the following also being considered 'Good'; how well children and young people are helped and protected and the effectiveness of leaders and managers.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B8e	SCT Ofsted rating - adoption	Bigger is better	Good	NA	Good (2022)	NA	Requires improvement to be good (2019)	The inspection was in 2022 and the overall rating was 'Good', with the following also considered 'Good'; how well children and young people are helped and protected. The effectiveness of leaders and managers was considered 'required improvement to be good'.	Children and Education
B9f	Children in Care with 3+ moves (placement moves)	Smaller is better	9%	9-12%	7.50%	8.00%	8.10%	Performance is below target and better than last quarter and this point last year.	Children and Education
B9g	Children in Care - Health assessments	Bigger is better	88%	84% - 87.9%	96.70%	65.20%	92.20%	This includes review health assessments for all those children that have been in care prior to April 1 2023.	Children and Education
B12d	Early Help - Number of Children/Young People receiving intervention	NA - dependent	900-1200	<>10% of the range	1138	1017	953	Those allocated to Strengthening Families remained the same, however huge increase in Multi-Agency Early Help (+121) to the highest figure recorded	Children and Education
B1	Percentage of children achieving a Good Level of Development in the Early Years Foundation Stage	Bigger is better	NA	5%	61% (Provisional 2023)	NA	59% (2022)	Annual, Summer 2023 data is provisional and hasn't yet been published. Comparators not yet available. There was no target set for 2023 but a target of 62% has been set for 2024.	Children and Education
B3a	% of 1st, 2nd or 3rd preference for state school place Primary (Reception)	Bigger is better	NA	5%	98.13 (23/24)	NA	97.17 (22/23)	Annual, data relates to Places offered for the 23/24 Academic Year and includes late applications. 23/24 comparative data not yet available. There was no target set for 2023/24 but a target of 97% has been set for 2024/25.	Children and Education
B3b	% of 1st, 2nd or 3rd preference for state school place (Secondary)	Bigger is better	NA	5%	90.68 (23/24)	NA	91.58 (22/23)	Annual, data relates to Places offered for the 23/24 Academic Year and includes late applications. 23/24 comparative data not yet available. There was no target set for 2023/24 but a target of 90% has been set for 2024/25.	Children and Education
B4a	% Attendance: Primary	Bigger is better	NA	5%	92.4% (21/22)	NA	74.2% (20/21)	Annual, with a lag in reported data. National 92.8%, regional 89.8% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 93% has been set for 2022/23.	Children and Education
B4b	% Attendance: Secondary	Bigger is better	NA	5%	90.5% (21/22)	NA	64.7% (20/21)	Annual, with a lag in reported data. National 90%, regional 92.5% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 91% has been set for 2022/23.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B4c	% of pupils with persistent absence (10% or more sessions missed): Primary	Smaller is better	NA	5%	20.6% (21/22)	NA	10.3% (20/21)	Annual, with a lag in reported data. National 17.7%, regional 19.3% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 20.10% has been set for 2022/23.	Children and Education
B4d	% of pupils with persistent absence (> 10% absence): Secondary	Smaller is better	NA	5%	26.6% (21/22)	NA	14.1% (20/21)	Annual, with a lag in reported data. National 27.7%, regional 28.9% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 26.2% has been set for 2022/23.	Children and Education
B4e	% of pupils severely absent (50% or more sessions missed) Primary	Smaller is better	NA	5%	0.9% (21/22)	NA	0.7% (20/21)	Annual, with a lag in reported data. National 0.6%, regional 0.8% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 0.6% has been set for 2022/23 (available in the Autumn).	Children and Education
B4f	% of pupils severely absent (50% or more sessions missed) Secondary	Smaller is better	NA	5%	2.6% (21/22)	NA	1.5% (20/21)	Annual, with a lag in reported data. National 2.7%, regional 2.7% (21/22). 20/21 data affected by use of X codes during pandemic so not directly comparable. There was no target set for 2021/22 but a target of 2.4% has been set for 2022/23 (available in the Autumn).	Children and Education
B5a	Key Stage 4: Attainment 8 - Reduce the Points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally	Smaller is better	NA	5%	-14 (2022)	NA	-13.4 (2021)	Annual based on published SFR data, provisional then revised. 2021 Teacher Assessed data during the pandemic may not be comparable to 2022 data which is based on exams. In 2022 the attainment of Sandwell disadvantaged pupils was 38.9 which compares positively with 37.7 nationally. The national gap measure was also larger at -15.2, regional was -14.2 and stat neighbours -13.3. There was no target set for 2023 but a target of -13.5% has been set for 2024.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B5b	Percentage point gap between LA disadvantaged and not disadvantaged pupils nationally at KS2, achieving the expected standard in reading, writing and maths	Smaller is better	NA	5%	-22.1 (2022 revised)	NA	-20.1 (2019 Revised)	Annual based on published SFR data, provisional then revised. 2019 reflects pre-pandemic. There was a general decrease in performance between 2019 and 2022. The gap in Sandwell did increase from -20.1 to -22.1 but nationally the gap went from -20.1 to -22.9. Regionally the 2022 gap was -21.6 and stat neighbours -19.6. In 2022 the attainment of Sandwell disadvantaged pupils was 43.4%. above national performance of 42.6%. There was no target set for 2023 but a target of -21% has been set for 2024.	Children and Education
B8g	Area SEND Inspection	Bigger is better	Good	NA	NA	NA	NA	Not yet available.	Children and Education
B11a	% EHCP 20 week completion rate, including exceptions	Bigger is better	TBC	5%	49.09% (2022)	NA	74.6% (2021)	Annual 2022 calendar year available in Q1 of following year. Compares to national 47.64%, Regional 48.89% and stat neighbours 48.4% Target is being determined by the service.	Children and Education
B11b	% of EHCP annual reviews completion rate	Bigger is better	TBC	5%	TBC	NA	NA	Service is waiting for the final figure - 78% is provisional. Target is being determined by the service.	Children and Education
B9a	Educational Attainment CIC - attainment at the expected level or above in reading, writing and maths at KS2	Bigger is better	NA	5%	36% (2022)	NA	NA	This is an annual PI. No official data for KS2 was collected in 2021 by the DFE due to the pandemic. National CIC figure was 31% (2022) There was no target set for 2023 but a target of 38% has been set for 2023.	Children and Education
B9b	Educational Attainment CIC – KS4 attainment of English and maths at Grade 4 or above	Bigger is better	TBC	5%	30% (2022)	NA	NA	This is an annual PI. Nationally it is anticipated that there will be a drop in performance compared to 2022 following return to pre-pandemic grading. Subsequent years up to 2022 were atypical. Targets set to reflect 2019 performance. National performance was 22% 2022, 16% in 2019. Sandwell CIC in 2019 was 15%. There was no target set for 2023 but a target of 20% has been set for 2023.	Children and Education
B9c	Educational Attainment Sandwell All Pupils – attainment at the expected level or above in reading, writing and maths at KS2	Bigger is better	TBC	5%	55% (2022)	NA	NA	This is an annual PI. No official data for KS2 was collected in 2021 by the DFE due to the pandemic. The National figure was 59%. There was no target set for 2023 but a target of 56% has been set for 2023.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B9d	Educational Attainment Sandwell All Pupils - KS4 attainment of English and maths at Grade 4 or above	Bigger is better	TBC	5%	61% (2022)	NA	NA	<p>This is an annual PI. Nationally it is anticipated that there will be a drop in performance compared to 2022 following return to pre-pandemic grading. Subsequent years up to 2022 were atypical. Targets set to reflect 2019 performance. National performance was 69% for 2022, 65% for 2019. Sandwell's performance was in 2019 was 54%.</p> <p>There was no target set for 2023 but a target of 56% has been set for 2023.</p>	Children and Education
B11c	The number of Children who receive travel assistance (that is not transport to school)	Bigger is better	NA	5%	175	NA - New PI	NA - New PI	<p>No target has previously been set for this indicator. This is a new PI and the most recent data available is 175 children. A target of 201 (increase of 26 children) has been set for 2023/24 (year-end). Quarterly updates will be provided on progress towards this year-end target.</p> <p>Increasing the number of children who receive travel assistance (which includes parental mileage and personal budgets) will decrease the cost of SEND Transport. However, savings made may be impacted by an increase in the numbers of EHCP's (and overall increase in demand for SEND Transport). The Directorate will continue to monitor this closely and explore avenues to reduce costs.</p>	Children and Education
People Live Well and Age Well									
L1e	The targeting of the health checks at those most in need	Bigger is better	1500	5%	200	NA	NA	Performance is below target. This is because the new service started in February and due to data sharing, the service was delayed in starting the health checks. However, they are now catching up. The annual target is 6,000 (1,500 per quarter)	Public Health
L3	We will continue to push for improved vaccine take up, childhood vaccines, flu season and COVID boosters	Bigger is better	90%	5%	80.4% (2021/22)	NA	82.60%	The data provided is for 2021/22 and relates to MMR. The flu season vaccination doesn't start until October and the data will not be available until later in the year.	Public Health
L13b	Childhood obesity	Smaller is better	28.50%	5%	34% (2021/22)	NA	NA	34% is for 2021/22 and is the most recent data available. Data is from the National Child Measurement Programme for Year 6. Data for the year prior to this is not available (pandemic year). Sandwell is significantly above the regional (26.2%) and national figure (23%).	Public Health

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L13d	Smoking at time of delivery	Smaller is better	9.1% (national average 2021/22)	5%	9.3% (2021/22)	NA	9.3	Smoking at time of delivery is 9.3% of women who deliver, this is below the regional value of 9.8% but slightly above the national value of 9.1%. Further work is being carried forward to increase uptake of smoking cessation offer for those who are smoking in pregnancy. This is the most recent data available.	Public Health
L4a/ASCOF 5A (formerly 1I)	The proportion of people who use services who reported that they had as much social contact as they would like	Bigger is better	53% (2022/23)	49% (Tolerance score)	51.9% (2022/23)	Annual PI	47% (2021/22)	Data provided is the latest available. In 2022-23 51.9% of service users said they have as much social contact as they want with people they like, an increase from 47% in 2021-22. The latest benchmarking information for the service user survey relates to 2021/22. The Sandwell score is higher than regional (41.6%) and England (40.6%) average. This measure combines 2 results from the Adult Social Care Survey (ASCS) and the Survey of Adult Carers in England (SACE) ; the results shown here are from ASCS as the SACE results are biennial and there were no outturns in 2022/23. ASCOF 5A will be reported as one result for 2023/24 although 2 separate targets will remain. For ASCS this is 52% and for SACE this is 36% (the outturn for SACE was 27% in 2021/22).	ASC
L18a/2D (formerly 2B)	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into rehabilitation/rehabilitation services	Bigger is better	75% (2022/23)	66% (tolerance score)	66.3% (2022/23)	NA	66	Data provided is the latest available. During 2022-23 63.7% of people were at home 91 days after being discharged from hospital into a reablement service. This compares to 66% during 2021-22. Latest benchmarking relates to 2021/22. The Sandwell score is below the regional (81.2%) and national average (81.8%). Benchmarking also shows that Sandwell offers significantly more episodes of reablement than other LAs. Work is being done on the pathways that facilitate hospital discharges and the criteria of the reablement offer. Please note, every local authority has their own way of calculating their measure, so numbers that make up this calculation can vary wildly across authorities, so it is not always useful to compare results or processes.	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L20b/3C (formerly 3D1 and 3D2)	The proportion of people and carers who use services who have found it easy to find information about services and/or support	Bigger is better	73% (2022/23)	64% (tolerance score)	67.30%	Annual PI	66.10%	There are two results for this measure; the one shown here is for ASCS , one for SACE. There was no outturn for 2022/23 as it is biennial, but the outturn for 2021/22 was 49.4% against a target of 61%. It will be reported as one measure in 2023/24, although have 2 separate targets. The one for service users at 67% is based on the 2022/23 survey result and the target for carers at 61% is the 2021/22 target carried forward.	ASC
L1d	The use of the Sandwell Language Network to support learning English and Health literacy.	Bigger is better	639	5%	639	NA	NA	This is a first year pilot.	Public Health
L11a/C19d	Deaths from drug misuse (rate per 100,000)	Smaller is better	5 (national average 2018-2020)	5%	2.2 (2018-20)	NA	1.5	Data is for 2018-2020 and is the most recent available. The target is to be better than the national average. The regional average is 5.3 per 100,00 population. Sandwell still has one of the lowest rates of drug related deaths in the region and within the lowest in the country. We are challenging a decision of the PCC to no longer carry Naloxone, which is a medication used to reverse and overdose. The Sandwell support system is highly regarded in the region.	Public Health
L11b	Hospital admissions due to substance misuse (15-24 years) (rate per 100,000)	Smaller is better	29.3 (national average 2018/19 - 2020/21)	5%	18.2 (2018/19-2020/21)	NA	NA	Data is the most recent available. The target is to be better than the national average and Sandwell is well below this at 18.2 per 100,000 population.	Public Health
L11d/C21 -	Admission episodes for alcohol-related conditions (Narrow): New method rate per 100,000	Smaller is better	494 (national average 2021/22)	5%	427 (2021/22)	NA	NA	Data is the most recent available. The target is to be better than the national average. Alcohol related admissions are the third lowest in the region for 2021/22. This is below Solihull and Malverns.	Public Health
L13c	Smoking cessation uptake (smokers that have successfully quite at 4 weeks - rate per 100,000 smokers aged 16+))	Bigger is better	1808 (national average 2019/20)	5%	2,456 (2019/20)	NA	NA	Data is the most recent available. The target is to be better than the national average. Performance is above the regional (1,154) and national figure (1,808).	Public Health
L14a/ASCOF 3A (formerly 1B)	The proportion of people who use services who report having control over their daily life	Bigger is better	80% (2022/23)	77% (tolerance score)	80.7% (2022/23)	Annual PI	76% (2021/22)	Data provided is the latest available. In 2022-23 80.7% of service users said they have as much control over their daily life as they want or they have adequate control over their daily life, an increase from 76.3% in 2021-22. Latest benchmarking information relates to 2021/22 . The Sandwell score is higher than the regional (76%) and England average (76.6%).	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L14b/1D (formerly 3A)	Overall satisfaction of people who use services with their care and support	Bigger is better	67% (2022/23)	64% (Tolerance Score)	71.6% (2022/23)	Annual PI	64% (2021/22)	Data provided is the latest available. During 2022/23 71.6% of service users said they were "extremely satisfied" or "very satisfied" with their care and support. This is an increase from 64% during 2021/22. Latest benchmarking information relates to 2021/22. The Sandwell score is significantly higher than the regional (62.2%)and England average (63.9%).	ASC
L17a/ASCOF 4A (formerly 4A)	The proportion of people who use services who feel safe	Bigger is better	75% (2022/23)	73% (tolerance score)	76.6% (2022/23)	Annual PI	73% (2021/22)	Data provided is the latest available.	ASC
L14b/2E (formerly 1G)	The proportion of people who receive long-term support who are enabled to live in their home or with family	Bigger is better	86% (2022/23)	82% (tolerance score)	86% (2022/23)	86% (Q3 2022/23)	86% (2021/22)	The components of this measure has been expanded to cover all those receiving support. The 2023-24 target is 86% and is carried forward from 2022-23 and is based on people aged 18-64 with PSR Learning Disability. The target will be reviewed mid-year.	ASC
L1a	Proportion of households in fuel poverty	Smaller is better	NA	5%	20.8% (2020)	NA	20.9 (2019)	20.80% is for 2020 and is the most recent data available.	Public Health
L1b	Engagement of faith sector in Public Health work	Bigger is better	NA	5%	NA	NA	NA	Not yet recorded. Work has just started in the last 5 weeks.	Public Health
L1c	Healthy pregnancy programme	Bigger is better	NA	5%	NA	NA	NA	Not yet recorded. Service has stalled due to inability to recruit.	Public Health
L1f	The release of the Healthy Aging App - directed at providing information in multiple languages	Bigger is better	NA	5%	NA	NA	NA	App to be released in Autumn 2023	Public Health
L1g	Universal Healthy Start Vitamins	Bigger is better	90%	5%	NA	NA	NA	Not yet recorded. Since May 2023, every pregnant woman and new born are given these universally. Performance will be recorded by the service quarterly.	Public Health
L2	Number of grants provided concerning Vision 2030, Better Mental Health and Healthy Lifestyles	Bigger is better	NA	NA	16	16	16	The mental health programmes funded last year from the better mental health funds have continued for 2022/23. Programmes which have evaluated to work well may be funded from Public Health in 2024/25. The team has secured further external funding for emotional wellbeing for teaching staff, mental health programmes for children facing the highest inequalities and anticipatory care voluntary sector lead programme to prevent the community escalating needs for NHS or social care support. There is no target for this indicator.	Public Health
L4b	LGBTQ+ needs assessment and Challenge fund to support outcomes.	Bigger is better	TBC	TBC	NA	NA	NA	Work has just started in the last 2 months. Grants to be shared once allocated.	Public Health

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L4c	Inclusive cycling programme	Bigger is better	TBC	TBC	NA	NA	NA	Work has just started in the last 5 weeks.	Public Health
L5a	Investment and support of community mental health programmes (including pre-and post-natal support groups; a parenting programme; an anti-bullying campaign)	Bigger is better	TBC	TBC	NA	NA	NA	Being developed this year.	Public Health
L5b	Grants to the SCVO around child wellbeing, Grants for child wellbeing for special school mental health and wellbeing	Bigger is better	NA	NA	£550K	NA	NA	SCVO has received 550K for school age mental wellbeing in Q1. £120K is for those underserved such a Black boys, 18-24 (transition years) and families with children suffering from mental health issues (non-clinical). There is no target for this indicator.	Public Health
L5c	LGBTQ Support Fund to support outcomes	Bigger is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L6	Towns based awareness of Public Health offer/ Stronger Sandwell	Bigger is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L7	Sandwell Stride programme (volunteer-led walking scheme) and digital appbased walking offer	Bigger is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L8	Greenspace utilisation (physical activity in parks and open spaces)	Bigger is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L10	Number of sites that are non-compliant with the national NO2 air quality objective	Smaller is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L13a	Numbers of people physically active in Sandwell	Bigger is better	TBC	5%	NA	NA	NA	Being developed this year.	Public Health
L17b/ASCOF 4B	The proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed	Bigger is better	95% (2023/24)	92% (tolerance score)	NA	NA	NA	New measure for 2023/24. The target figure of 95% for 2023/24 is based on proportion of S42s achieved for 2022/23 from Safeguarding Adults Return.	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L21b/6B	The percentage of adult social care providers rated good or outstanding by the Care Quality Commission	Bigger is better	TBC	TBC	57% (106 /186 providers).	NA	NA	Although this is a new measure for 2023/24, we have calculated the Q4 figure from the latest CQC directory data.	ASC
Stong Resilient Communities									
C7c/L2	Under 16 issue figures (physical & electronic to include books, audiobooks, magazines & comics) (c)	Bigger is better	42,000	5%	41,833	44,652	42,873	Targets for this indicator have been profiled throughout the year. Performance is slightly below target this quarter but is within the 5% tolerance.	Borough Economy
C5a	The number of Friends Groups working in Partnership with The Council	Bigger is better	8	5%	8	New PI	New PI	Q1 taret is 8, the annual target is 14. Friends Groups are a key partner in the development, maintenance, and championing of our green spaces. The Council is formalising the relationship with Friends Groups through partnership agreements and aims to increase the number of Friends Groups in Parks throughout 2023/24.	Borough Economy
C7a	The number of library visits in person	Bigger is better	157,500	5%	157,731	New PI	New PI	Performance is above target and on track to meet the year end target of 660,000.	Borough Economy
C7b/L3	The % of Meaningful gifting of Booktrust packs	Bigger is better	95%	5%	95%	97% (annual figure)	NA - was Annual	Performance for this PI remains consistent	Borough Economy
C7d/L4	The number of community activities & events held in libraries or online (c)	Bigger is better	1,750	5%	2,442	2,251	1,220	Targets for this indicator have been profiled throughout the year. Performance has increased significantly since the same point last year and this is in line with the increase in Library usage overall. This can be attributed to more people using public spaces since COVID 19 and also more people using libraries since the warm spaces campaign over winter.	Borough Economy
C7e/L6	The number of PC sessions held in libraries (c)	Bigger is better	20,000	5%	43,183	45,827	13,912	Targets for this indicator have been profiled throughout the year. Performance has increased significantly since the same point last year and this is in line with the increase in Library usage overall. This can be attributed to more people using public spaces since COVID 19 and also more people using libraries since the warm spaces campaign over winter.	Borough Economy
C7f/L7	% of Library users satisfied with the service overall (per quarter)	Bigger is better	93%	5%	93%	93%	93%	Performance remains consistent at 93%.	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C10a	Forge Mill Farm Education Visits (students)	Bigger is better	2,100	5%	996	NA	NA	The annual target is 2,100, quarterly targets will be set for Q2. This is a new programme with a new team, which launched in April 2023 and the team have been investing in securing future visits. Many schools plan 6 to 12 months in advance, however we were very pleased to welcome a large number children and venerable adults and recorded an income of £6140 which is a great achievement for a new programme. Encouragingly the programmes has seen a month on month increase in bookings and income showing that the programme is moving in the right direction and is expecting to meet its target by the end of the financial year.	Borough Economy
C10b	Visitor spend per head (including secondary spend)	Bigger is better	No target	5%	£5.84 per head	NA	NA	This is a new indicator. Targets will be set for Quarter 2.	Borough Economy
C10f	Visitor Services and Events Mystery Shopper Scores	Bigger is better	Annual: 80%	5%	Figures not available for Q1	NA	NA	NA	Borough Economy
C14/ NI195a,b,c,d	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting).	Smaller is better	litter - 2.50% detritus - 6.50% graffiti - 1.50% fly-posting - 0%	5%	NA	litter - 4% detritus - 7% graffiti - 1.50% fly-posting - 0%	Not yet available	We are awaiting the first set of data for this year. NI195 is measured 3 times a year: April-July, August-November, December-March	Borough Economy
C16a	Total recorded crime in Sandwell	Smaller is better	No target	5%	9,652	New PI	New PI	Safer Sandwell Partnership meeting	Borough Economy
C16b	Domestic Abuse incidents in Sandwell reported to police	Smaller is better	No target	5%	2,855	2,750	2,037	Performance has increased significantly since Q1 22/23. Victims services are commissioned by Sandwell MBC and Office of Police and Crime Commission, which ensure adequate resources available for victims. This is reviewed regularly with the service provider, with quarterly monitoring data and meetings. 2022/23 saw the commissioning of a new 5 year contract with Black Country Women's Aid to provide refuge safe accommodation across the Borough. 2023/24 is also seeing more investment into making community living safer for victims, which is a key priority within safe accommodation. Part 4 of The Domestic Abuse Act 2021 outlines the provision of safe accommodation and support for victims, as a statutory duty for Local Authorities.	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C16c	The number of cases referred to MARAC	Smaller is better	No target	5%	NA	319	238	Data not yet available. However, when looking at year-end figures, MARAC cases saw a 28.4% increase in 2022/23, in comparison to the previous year. This includes a repeat rate of 49%, which is above the Safelives recommendation of 28-40%. 2021/22 held a repeat rate of 43%, which demonstrates a 6% increase, which may account for some of the increased referral figures. MARACs are now being held weekly because of the increase in demand, a challenge being seen across the region. An independent regional review of MARAC in 2021 by Linx Consultancy, has identified that MARAC in its current form is not equipped to meet increasing demand. It is likely that the format will change, but that this will not be progressed during this financial year.	Borough Economy
Quality Homes in Thriving Neighbourhoods									
CP74 / HM02	Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty)	Bigger is better	65%	5%	58.70%	72.00%	63.10%	Due to the impact of the historic backlogs we are seeing a number of cases that have escalated beyond prevention and into relief. This has been progressing through the system and we expect prevention levels to return to target levels by September 2023	Housing
CP79 / PRS07	Number of long term empty homes brought into use (c)	Bigger is better	Q1 - 2	5%	0	NA	1	We have now appointed an empty property officer and HR are processing. We anticipate that they will be in post by September (coming in from external position with 2 months' notice). Precautary work has been underway for a number of months and the service has a number of cases in train which will be progressed and in some instances concluded by the new post holder	Housing
H12 / HC2	The % of current tenancies with a live valid Home Check in place (in the last 3 years) (c)	Bigger is better	Q1 - 16%	5%	12.70%	11.40%	6.80%	A total of 1130 Home Checks have been carried out during Q1. This has had less impact on the % of tenancies than we anticipated due to a higher than anticipated number of tenancies ending in the period. Recruitment to new Housing Service Office posts created by the restructure of the service were completed by June, this will increase capacity to deliver more home checks from Q2.	Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
H14 / RM3	The percentage of properties with a Domestic Electrical Installation Condition report (DEICR) under 5-years old (or in legal resolution)	Bigger is better	100%	5%	89.40%	87.47%	72.82% 2022/23	The service self-referred last year to the housing regulator, with the intention to increase work streams for the testing programme and implement a new legal process along with the new tenancy agreement. We continue to work with our contractors to provide more resource to meet demand. Access is an issue in some instances and in some cases we require 2 visits, the first to test the installation and the second where significant remedial work is required. Minor work is completed during the initial visit. Current estimates are 100% compliance by April 2024.	Housing
CP78b/SLMO 54b	The total number of people assisted by Welfare Rights Service to claim additional benefits (c)	Bigger is better	Q1 - 2750	5%	2475	3026 (12635 c)	3162	The number of residents assisted by Welfare Rights during the first quarter is below target due to the increase in complex cases, resulting in officers having to spend more time on each case. Overtime has been introduced as well as recruiting to a number of temporary posts to increase the number of officers dealing with enquiries. This did not hinder performance on the monetary gains for the quarter as the service was successful in gaining £388,669 over target.	Housing
H14 / BS01	Gas Safety Checks - Proportion of homes for which all required gas safety checks have been carried out	Bigger is better	100%	5%	99.19%	98.24%	99.75% 2022/23	The new contractor has been recruiting engineers to fulfil the requirements of the contract but this has been a slow process. In essence, they've been mobilising mid-contract at a time when there is a shortage of labour in the market. This has meant the compliance rate has suffered. The recovery of the gas compliance has been slow and there is no quick fix to this but it is currently on the right track and there has been an improvement .	Housing
CP77a / HIA2	Home Improvement Agency - Number of Disabled Facilities Grants (DFG's) approved (c)	Bigger is better	69	5%	83	NA	141	Significantly fewer DFGs are being approved due to the reduction in referrals received from Adult Social Care from April 2023 as all Council owned property referrals are being delivered directly by the Councils Asset Management Team and not by the Home Improvement Agency.	Housing
CP77b / HIA3	Number of DFG's certified as complete (c)	Bigger is better	55	5%	117	NA	69	Due to a reduction in the amount of DFG referrals received from Adult Social Care, there have been fewer cases certified as complete, as work to Council owned properties are being completed by the Council's Asset Management Team and not by the Home improvement Agency.	Housing
H8 / RS04	Rough sleepers bi-monthly count outturn	Smaller is better	Q1 - 2	5%	2	3	2	The service continues to perform well with effective support for people at risk of or already sleeping rough	Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
H14 / BS02	Fire Safety Checks - Proportion of homes for which all required fire risk assessments have been carried out	Bigger is better	100%	5%	100.00%	N/A	N/A	New measure 2023/24	Housing
H14 / BS04	Water Safety Checks - Proportion of homes for which all required legionella risk assessments have been carried out	Bigger is better	100%	5%	100.00%	N/A	N/A	New measure 2023/24	Housing
H14 / BS05	Lift Safety Checks - proportion of homes for which all required communal passengers lift safety checks have been carried out	Bigger is better	100%	5%	100.00%	N/A	N/A	New measure 2023/24	Housing
CP76 / PRS04	No. of private sector properties reported to be in state of disrepair with a positive resolution (c)	Bigger is better	NA	NA	149	NA	142	80 closed cases formally by inspectors. 69 closed at triage by Duty Officers.	Housing
H14 / BS03	Asbestos Safety Checks - Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	Bigger is better	100%	5%	No checks planned for quarter 1	N/A	N/A	New measure 2023/24. There were none planned in for this period. There are a small number planned in for the next period which will conclude the whole programme of inspections.	Housing
A Strong and Inclusive Economy									
E7a	The number of Businesses supported (c)	Bigger is better	Quarter 1 - 40	5%	40	NA	70	The number of businesses supported quarterly target has been achieved. These businesses have come through either by direct referrals or via other partners referring through to the Business Growth Team. The majority of businesses have required support with access to finance and business support and guidance.	Regeneration
E1	TBC - % of council spend spent locally (Finance PI) (info not yet available)	Bigger is better	NA	NA	NA	NA	NA	NA	Finance
E2	TBC - Money spent directly with suppliers in Sandwell (info not yet available)	Bigger is better	NA	NA	NA	NA	NA	NA	Finance
E7b	Business receiving Financial Assistance or Grants	Bigger is better	NA	5%	NA	NA	3	Targets for this PI have been profiled throughout the year (Q2 - 20, Q3- 60, Q4 - 70). The Grants programme will be launched in August 2023.	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
E10	Employment rate (nomis)	Bigger is better	NA	5%	63.9% (Jan 22 - Dec 22)	64% (Oct 21 - Sep 22)	72.7% (Jan 21 - Dec 21)	Data provided is the latest available. In Sandwell, of the 68% of people economically active, 63.9% are employed. For the West Midlands, 77.5% are economically active with 73.8% in employment and for Great Britain, 78.5% are economically active, with 75.6% in employment. The employment rate has been on a downward trajectory since March 2021 when it peaked at 74%.	Regeneration
E11a	The number of work experience placements	Bigger is better	TBC	5%	21	TBC	TBC	There are a higher number of work experience placements in July so a larger figure will be reported in Q2.	HR
E11b	The number of supported internships	Bigger is better	TBC	5%	NA	NA	NA	This PI is under development.	HR
E11c	Number of apprentices (<i>see note 2</i>)	Bigger is better	TBC	5%	53	47 (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. The number of apprentices has increased since year end 22/23.	HR
E11d	The number of graduates on the Sandwell Management Graduate Programme (<i>see note 3</i>)	Bigger is better	TBC	TBC	2	5 (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. The Council has a number of graduates starting as part of the National Graduate Development Programme (NGDP) in September so performance will improve this year.	HR
A Connected and Accessible Sandwell									
A2d/DSS5	The number of road safety improvement schemes (c)	Bigger is better	2	5%	3	NA	NA - New PI	We have completed 1 more scheme this quarter than target. The Road Safety Schemes completed include Tollhouse Way, Smethwick - Cycle Infrastructure Scheme Phase 3, Wednesbury Town Centre Heritage Action Zone and Active Travel Improvements, Zebra Crossing – Hobs Road, Wednesbury.	Borough Economy
One Team One Council									
O1b	Average working days lost per employee due to sickness absence (FTE)	Smaller is better	2.24 days	5%	2.87 days	NA - C	2.74 days	Sickness levels have increased for the last two consecutive years since the coronavirus pandemic began in 2020-21. Housing and Regeneration and Growth have achieved a reduction in sickness compared to last year. All other directorates have seen an marginal increase apart from Borough Economy who encountered the highest increase. The most significant increase is for stress related sickness and a decrease in infections.	HR

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O4c	Average satisfaction rating from members using the Councillor portal	Bigger is better	4.5 / 5	5%	4.08 / 5	4.11/5	3.39/5	The average rating for this quarter incorporates outgoing Cllrs and incoming Cllrs. Training for the portal was given to new Cllrs on 25/07 and 03/08. From 04/05 (election day) to 03/08, not all Cllrs may have been accessing the portal, which will have impacted performance figures. In addition, not all Members leave a rating.	Law and Governance
O8e	Adults Contact Centre Average Wait Measure	Smaller is better	30 seconds	5%	1 min 9 secs	1 min 4 secs	31 secs	Increased average wait from same point last year and last quarter due to staff absences and the vacancies. There are staff shortages and a number of vacancies within the team (3.1 FTE permanent vacancies and 4.2 FTE temporary or fixed term vacancies - equates to 31% of staffing). Additional resources were granted on a fixed term basis which have proved difficult to recruit to - agency is now being sought. The passing of an agent has also meant reduced capacity and impacted morale.	ASC
O8f	Revs and Bens Contact Centre Abandonment Rate	Smaller is better	8%	5%	8.60%	8.40%	19.20%	Performance is slightly above target but this is affected by large amounts of calls in April following annual billing. Performance has improved since this time last year and since last quarter and is expected to improve further moving forwards (however, in July we are trialling more customers being allowed to que to speak to an advisor and this may affect performance). There have been a number of new staff join the team and we have 4 further new starters in September, as well as better utilisation of staff resource to ensure backlogs are reduced, the triage system is embedded, appointment requests are utilised and a livechat service has been introduced that customers are using and the feedback so far has been positive.	Finance
O8g	Revs and Bens Contact Centre Average Wait Measure	Smaller is better	3 minutes 30 seconds	5%	5 minutes 28 seconds	6 min 43 sec	14 mins		Finance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8h	Corporate Contact Centre Abandonment Rate	Smaller is better	8%	5%	13.21%	12.39%	5.96%	<p>Corporate Contact Centre: 12.25%, Rents: 24.69%, Call Out: 2.95%. (Performance would be 12.25% Excluding Rents & Call Out, which are included in the performance figure but not managed by the Corporate Contact Centre).</p> <p>Performance is above target for both the Abandonment Rate and Average Wait. This is because of continued staff vacancies (9 posts - 12.16%) and sickness (7.4%) in the Corporate Contact Centre.</p> <p>The contact centre will continue to operate a rolling recruitment programme and have already carried out 3 recruitment drives in the first quarter. We are currently creating a video to show prospective candidates the role of a Customer Service Advisor in the Contact Centre to encourage the right applicants to apply for the roles. This will be included as a link on West Midlands Jobs and on the council social media channels. We are also ensuring the Councils</p>	Regeneration
O8i	Corporate Contact Centre Average Call Wait (also a service standard)	Smaller is better	3 minutes 30 seconds	5%	5 mins 37 secs	4 mins 54 secs	2 mins 37 secs	<p>Corporate Contact Centre 5 mins 52 secs, Rents 3 mins 33 secs, Call Out 2mins, 7 secs (Performance would be 5 mins 52 secs including Rents and Call Out which are included in the performance figure but not managed by the Corporate Contact Centre).</p> <p>Please see above comment in relation to the abandonment</p>	Regeneration
O8l	SARs compliance with timescales	Bigger is better	95%	5%	78%	54%	75%	<p>We are aware of an increase of SARs within Housing due to Solicitors utilising the SAR process as a mechanism for obtaining records to pursue Housing Disrepair Claims (HDR). This has negatively impacted the statistics, however this is being managed by the Governance Team, Housing and Legal Services.</p> <p>Similarly we are aware of resource issues within Adults which is negatively impacting the statistics.</p>	Law and Governance
O8n	FOI compliance with timescales	Bigger is better	95%	5%	80%	88%	66%	<p>We have seen a reduction in our compliance with FOI requests from the previous quarter however there is a improvement on our stats for the same time last year. During Q 1 there was an influx of FOI requests in Housing. There are also resource issues in ASC and Finance which has had a negative impact on performance.</p>	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8p	% of complaints responded to in 10 working days (c) (also service standard)	Bigger is better	90%	5%	52.29% (54.05% excluding ASC)	NA (c)	70.18%	<p>(The overall figure includes ASC complaints which do not have 10 working day completion targets. The second figure excludes ASC complaints.)</p> <p>The % of complaints responded to in 10 working days is below target and worse than Q1 last year.</p> <p>In a bid to enhance customer satisfaction and improve complaint resolution, the Customer Feedback Team (CFT) assists all directorates to respond promptly to corporate complaints within a 10-day timeframe. The Customer Feedback Team employs a customer-centric approach, prioritising timely responses without compromising on quality. In instances where a complaint requires further investigation or involves multiple directorates, the CFT take the lead in coordinating and maintaining clear communication channels. This proactive approach prevents delays and helps to minimise customer frustration. The Customer Feedback Team is setting the benchmark for efficient complaint resolution, other departments and directorates are encouraged to adopt a similar One Council-One Team approach, to address customer concerns promptly across the council.</p>	Regeneration
O11d	Business Rates Collection rates (c)	bigger is better	32.87%	5%	29.42%	NA	32.87%	Collection is down on last year however due to revaluation there is more debt to collect. Collection for 22/23 was also higher due to the affect of the team awarding £6m in Covid Additional Relief fund onto accounts which increased collection rates so the two years are no directly comparable. Compared to last year the difference in collection is just over 3% and at the end of May it was over 6% so difference is reducing.	Finance
O11a	Variance from budget - General Fund	smaller is better	5%	5%	£6.309m overspend	£400k	£2.2m overspend	There is over £6m of overspend this quarter. Work is being undertaken to bring this down. Potential underspends may reduce overall position.	Finance
O3	Completion of the Audit and Assessment against the Equality Framework for Local Government (completed by June/July).	NA	July completion	NA	Completed	NA	NA	Audit and Assessment to be considered by LT on 8 Aug. Following this audit further performance measures will be consider and developed as part of the LGA Equalities Framework.	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O4e	No. of Standards Complaints	Smaller is better	NA	5%	2	2	4	Nature of the complaints are low level. No specific trends emerging.	Law and Governance
O4b	Members to undertake a minimum of 10 hours of development annually	Bigger is better	30%	5%	34.72%	NA- new	NA- new	As at Q1, we have 34.72% of members who have already achieved the 10 hours of development activity – this equates to 25 out of the 72 members. The year-end target is 90%.	
O8d	Adults Contact Centre Abandonment Rate	Smaller is better	6%	5%	3.52%	3%	1.57%	Abandonment rate whilst below target, has increased compared to this time last year and last quarter. This is due to a shortage of staff and a number of vacancies within the team. Additional resources were granted on a fixed term basis which have proved difficult to recruit to - agency is now being sought. All other substantive vacancies are in the recruitment process.	ASC
O11c	Council Tax Collection (c)	Bigger is better	28.30%	5%	28.41%	NA	28.30%	Collection is up on same time last year	Finance
O11e	Sundry Debt Collection (c)	Bigger is better	41.43%	5%	67.44%	NA	41.43%	Performance has improved; however, invoices issued for the first 14 days are not included (as of the 1/4/2023). The service are allowing residents 14 days to pay rather than the invoice being considered due for payment immediately. Therefore, performance figures are not comparable to last year but have been included for information.	Finance
O11f	Prior year Council Tax collection (c)	Bigger is better	93%	5%	93%	NA	94%	On target, will look to change this to a monetary value for next quarter - i.e. what's been collected this year for previous years	Finance
O11g	Prior year Business Rates Collection (c)	Bigger is better	96%	5%	97%	NA	97%	Up on target, will look to change this to a monetary value for next quarter - i.e. what's been collected this year for previous years	Finance
O11h/S166a	Rent collected as a % of rent due	Bigger is better	Q1 - 94.25%	5%	94.93%	95.86%	95.21%	Targets for this indicator have been profiled throughout the year. The Q1 outturn has exceeded the Q1 target, however this is slightly down on the same position last year at 95.21%. This outturn includes the arrears brought forward from the previous year. If these are excluded the outturn is 98.67%.	Finance
O11i	% of invoices paid on time	Bigger is better	95%	5%	97.00%	97%	77%	Good performance is being maintained against this indicator.	Finance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O11b	Variance from budget - Housing Revenue Account	smaller is better	5%	5%	-£472k underspend	-£350k	£0.8m underspend	The spend is within target this quarter.	Finance
O1c	The percentage of top 5% of earners that are women	Bigger is better	TBC	TBC	53.60%	53.2% (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. There is no target at present so this cannot be 'RAG rated, but performance has improved compared to the annual position for Q4 2022/23	HR
O1d	The percentage of top 5% of earners from black and minority ethnic Communities	Bigger is better	TBC	TBC	23.60%	23.6% (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. There is no target at present so this cannot be 'RAG rated, but performance has stayed consistent with the annual position for Q4 2022/23.	HR
O1e	The percentage of top 5% of earners who have a disability (see note 1)	Bigger is better	TBC	TBC	1.80%	1.9% (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. There is no target at present so this cannot be 'RAG rated, but performance has got worse compared to the annual position for Q4 2022/23.	HR
O1g	The percentage Disabled employees (see note 1)	Bigger is better	TBC	TBC	4.40%	4.30%	NA - was annual	For 2023/24 this PI will be measured quarterly. There is no target at present so this cannot be 'RAG rated, but performance has improved compared to the annual position for Q4 2022/23	HR
O1h	The percentage Ethnic Minority employees	Bigger is better	TBC	5%	25.40%	25.1% (Annual position 22/23)	NA - was annual	For 2023/24 this PI will be measured quarterly. There is no target at present so this cannot be 'RAG rated, but performance has improved compared to the annual position for Q4 2022/23	HR
O1i	The percentage leavers from Sandwell Council (aligned to WME definition from 2021/22 onwards).	smaller is better	TBC	5%	2.80%	NA - Cumulative	NA - was annual	For 2023/24 this PI will be measured quarterly. The year end position for 2022/23 was 10.1%.	HR
O1j	The percentage new starters to Sandwell Council (include apprentices)	Bigger is better	TBC	5%	4.90%	NA - Cumulative	NA - was annual	For 2023/24 this PI will be measured quarterly. The year end position for 2022/23 was 10.9%.	HR
O11j	PI being developed on social value (info not yet available)	NA	NA	NA	NA	NA	NA	NA	Finance
O1m	Number of formal disciplinary investigations	smaller is better	TBC	TBC	4	NA - Cumulative	NA - was annual	For 2023/24 this PI will be measured quarterly and will not be measured cumulatively (although it was previously). At year end 2022/23 there were 21 formal disciplinary investigations.	HR

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O1n	Number of formal grievance cases	smaller is better	TBC	TBC	8	NA - Cumulative	NA - was annual	For 2023/24 this PI will be measured quarterly and will not be measured cumulatively (although it was previously). At year end 2022/23 there were 32 formal grievance cases.	HR
O1o	Employee Engagement Score (overall)	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O1p	I am proud to work for the council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O1q	I would recommend this council as a good place to work	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O1r	I feel a strong sense of belonging to this council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O1s	Considering everything, I am satisfied to be working for this council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O1t	This council motivates me to do more than is normally required in my work	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	HR
O4d	Member PDPs completed	Bigger is better	80%	5%	NA	27%	NA	No PDP's were completed in Q1. For 2023/24 these will take place October- December and will be included in the Q3 report.	Law and Governance
O8a	Contact by Channel	NA - awaiting strategy	NA	NA	Telephone: 152,150 MySandwell: 234,246 Face to face: 14,503 Email: 11,571	168,450 - T 184,089 - MS 16,071 - F2F 12,954 - E	152,894 - T 202,333 - MS 15,656 - F2F 10,656 - E	The number of customer contracts via My Sandwell has increased significantly over the last year; at the same time the number of telephone contacts has decreased, illustrating that the use of My Sandwell is alleviating pressure on front-line services. There has also been a general increase in the number of customer contacts via My Sandwell which has increased the number of customer contacts overall.	Regeneration
O8b	% Contact by channel	NA - awaiting strategy	NA	NA	Telephone: 37% MySandwell: 57% Face to face: 3% Email: 3%	44% T 48% MS 4% F2F 3% E	40% T 53% MS 4% F2F 3% - E	However, the number of customer contacts on My Sandwell that require a response has remained consistent, suggesting that customers are finding answers to their queries online. Also the requirement for tip bookings, bin day service reminders etc. has increased the number of contacts on My Sandwell.	Regeneration
O8c	Satisfaction from process submissions (out of 5)	Bigger is better	NA - Establishing baseline	NA	4.58 out of 5 (37,874 total ratings)	NA	NA	Rating is collected at time of initial submission through MySandwell.	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8j	Ombudsman Numbers Upheld	Smaller is better	NA	5%	7	5	5	Housing Ombudsman: We have received 2 fault cases in Q1 (these cases were from 2021, with one still in progress). Local Government Ombudsman: For the LGO we have received 5 fault cases this quarter (these cases are from last year and 1 from the 1st quarter, consisting of 3 Adults, 1 Housing and 1 Childrens).	Regeneration
O8k	SARs volumes	Smaller is better	NA	NA	62	51	48	There is no target for the number of SARs received as this can't be controlled.	Law and Governance
O8m	FOI volumes	Smaller is better	NA	NA	274	300	297	There is no target for the number of FOIs received as this can't be controlled.	Law and Governance
O8o	Numbers of complaints received	Smaller is better	NA	NA	1,046 (Stage 1's: 1,004 Stage 2's: 42)	916 (S1- 862 S2- 54)	996 (S1 -951 S2- 45)	The number of stage 1 complaints has increased in Q1 compared to last quarter and Q1 last year, driving up the number of complaints received overall.	Regeneration
O8q	Numbers of stage 1 and stage 2 Complaints upheld	Smaller is better	NA	NA	229 (Stage 1 - 224 Stage 2 - 5)	250 (S1 – 243 S2 - 7)	378 (S1 - 374 S2- 4)	There are fewer complaints upheld this quarter compared to last quarter and Q1 last year.	Regeneration
O8r	Number of MP Enquiries received	Smaller is better	NA	NA	673	636	620	The number of MP enquiries has increased in Q1 compared to last quarter and quarter 1 last year.	Regeneration
O8s	Numbers of compliments received	Bigger is better	NA	NA	112	111	111	The number of compliments received remains consistent.	Regeneration
O8t	Satisfaction with Member Enquiries - the average satisfaction rating of a response	Bigger is better	NA - Establishing baseline	NA	4.84	New KPI	New KPI	Score is out of 5. This has been based on 19 responses.	Regeneration
O8u	Lessons learnt from Complaints	NA	NA	NA	108 complaints looked into to see what lessons had been learnt	NA	NA	This is an ongoing piece of work. The Customer Feedback Team have looked into a number of complaints in Q1, however at the moment no themes have been identified. A new system that allows for better analysis will make this exercise a lot quicker and easier.	Regeneration
O10	Placeholder - development of further metrics as part of corporate governance plan.	TBC	TBC	TBC	NA	NA	Na	Metrica around decision-making are being developed and will be part of the Phase 2 development of Mod.Gov	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
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Note 1 - Disability is currently held in two places: Core HR Module and Employee Self Service (ESS) – Above data is from Core HR as ESS is only part (43%) complete - in Fusion only ESS data will be available.

Note 2 - This metric is mainly limited to entry level apprenticeships recruited externally as a possible future talent pipeline. Higher level Apprentices (Level 4-7) who are internal employees are excluded.

Note 3 – Identified from the position title – these will be technical / specialist graduates who have been recruited/ managed within individual service areas.

Corporate Performance Report Q1 2023/24 Annual PIs

Rag Rating

Green	On or better than target	DOT	Direction of travel - comparator to previous quarter and the same quarter in the previous year
Amber	Worse than target but within target tolerance		
Red	Worse than target and outside the target tolerance		

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
People Live Well and Age Well									
L14c/1E (formerly 3B)	Overall satisfaction of carers with social services (for them and for the person they care for)	Bigger is better	39% (2023/24)	35% (tolerance score)	Biennial	Biennial PI	35.5% (2021/22)	A target of 39 has been set for 2023/24, which was the same target from 2021/22.	ASC
L20a/3B (formerly 3C)	The proportion of carers who reported that they have been involved in discussions about the person they care for	Bigger is better	71% (2023/24)	65% (tolerance score)	Biennial	Biennial PI	55.1% (2021/22)	A target of 71% for 2023-24 has been carried forward from 2021-22.	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L21a/6A	The proportion of staff in the formal care workforce leaving their role in the past 12 months	Smaller is better	TBC	TBC	New PI	NA	NA	This is a new measure for 2023/24. This is an annual PI	ASC
Stong Resilient Communities									
C2a	West Bromwich Town Investment Plan delivered (target 2026)	Bigger is better	2	5%	Annual	NA	NA	Sandwell Mechanical Engineering Centre - Construction completes August 2023. Urban Greening project - Completes March 2024.	Regeneration
C2b	Smethwick Town Investment Plan delivered (target 2026)	Bigger is better	2	5%	Annual	NA	NA	Smethwick Connected Project completes March 2024. Ron Davis Centre Construction completed April 2023.	Regeneration
C2c	Rowley Regis Town Investment Plan delivered (target 2026)	Bigger is better	1	5%	Annual	NA	NA	Canal Network Connectivity Project completes March 2024.	Regeneration
C5b	Green Space Published Programme of Works Achieved	Bigger is better	90%	5%	Annual	New PI	New PI	NA	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C5c	Britannia Park Town's Fund Project Completed	Bigger is better	100%	5%	Annual	New PI	New PI	NA	Borough Economy
C5d	West Smethwick Park NLHF Project Completed	Bigger is better	100%	5%	80%	New PI	New PI	NA	Borough Economy
C5e	Black Patch Park Levelling Up Fund Project Completed	Bigger is better	100%	5%	Annual	New PI	New PI	NA	Borough Economy
C10c	Forge Mill Farm Centre of Excellence - Play and Learning Barn Completed	Bigger is better	100%	5%	Annual	NA	NA	NA	Borough Economy
C10d	Sandwell Valley Urban Bike Track Completed	Bigger is better	Project completed	NA	Annual	NA	NA	NA	Borough Economy
C10e	Enabled funding target through Friends Groups	Bigger is better	£30,000	5%	Annual	NA	NA	NA	Borough Economy
Quality Homes in Thriving Neighbourhoods									
H1a	Number of new homes built each year	Bigger is better	550	5%	Annual	NA	NA	NA	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
H1b	Number of new council homes built p.a. (Council house new build programme and the high rise programme)	Bigger is better	19	5%	Annual	NA	NA	NA	Regeneration
H1c	Number of affordable homes delivered in total per annum (including council homes)	Bigger is better	69	5%	Annual	NA	NA	NA	Regeneration
H3a	% of new builds meeting accessible and adaptable standards (Council house new build programme)	Bigger is better	100%	5%	Annual	NA	NA	NA	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
H17 / TP01	Satisfaction with the overall service provided (Tenant satisfaction survey)	Bigger is better	70%	5%	Annual	N/A	68% Yr. 22/23	Results will come from the Tenant Satisfaction Survey which is likely to be reported in Quarter 3 23/24	Housing
H1/H17/TP05	Satisfaction that home is safe (Tenant satisfaction survey)	Bigger is better	78%	5%	Annual	N/A	76% Yr. 22/23		Housing
H17 / TP04	Satisfaction that home is well maintained (Tenant satisfaction survey)	Bigger is better	75%	5%	Annual	N/A	73% Yr. 22/23		Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
E5	Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme (LDS) - target 'timescale achieved'"	Bigger is better	Complete Regulation 18 (Draft Plan) Consultation	5%	Annual	NA	NA	NA	Regeneration
E6a	No. of Regeneration Pipeline projects in Concept Stage	Bigger is better	19	NA	Annual	NA	NA	It is critical to note that not all pipeline projects are within council control and as such their progression through the pipeline stages is not wholly accountable to the Directorate or the Council. They can therefore not be considered 'targets' more as forecasts with updates on progression. The Regeneration Pipeline figures reflect Regeneration	Regeneration
E6b	No. of Regeneration Pipeline projects in Business Case Stage	Bigger is better	3	5%	Annual	NA	NA		Regeneration
E6c	No. of Regeneration Pipeline projects in Delivery Stage	Bigger is better	7	5%	Annual	NA	NA		Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
E6d	No. of Regeneration Pipeline projects On-Site	Bigger is better	22	5%	Annual	NA	NA	& Towns Fund projects only - transport projects excluded from the figures.	Regeneration
E6e	No. of Regeneration Pipeline projects Complete	Bigger is better	5	5%	Annual	NA	NA		Regeneration
A Connected and Accessible Sandwell									
A2a/HAS1	The % of our unclassified carriageways in Red Risk condition	Smaller is better	<20%	5%	Annual	NA	NA	NA	Borough Economy
A2b/HAS9	National Highways and Transportation Public Satisfaction	Bigger is better	Top 15% for maintenance (nationally)	5%	Annual	NA	NA	NA	Borough Economy
A2c/DSS3	Reduce number of all road traffic injuries	Smaller is better	<800	5%	Annual	NA	NA	NA	Borough Economy
A5	The number of passenger journeys on public transport (bus service only)	Bigger is better	NA	NA	Annual	NA	NA	This PI relates to Bus Service Only.	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
A7a	No. of Transport projects in the Regeneration Pipeline in Concept Stage	Bigger is better	6	5%	Annual	NA	NA	It is critical to note that not all transportation projects are in the control of the council	Regeneration
A7b	No. of Transport projects in the Regeneration Pipeline in Business Case Stage	Bigger is better	5	5%	Annual	NA	NA		Regeneration
A7c	No. of Transport projects in the Regeneration Pipeline in Delivery Stage	Bigger is better	2	5%	Annual	NA	NA		Regeneration
A7d	No. of Transport projects in the Regeneration Pipeline On-Site	Bigger is better	1	5%	Annual	NA	NA		Regeneration
A7e	No. of Transport projects in the Regeneration Pipeline Complete.	Bigger is better	1	5%	Annual	NA	NA		Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term - last quarter)	DOT (long term - same point last year)	Commentary	Directorate
A8	The number of on-street residential EV charging points installed	Bigger is better	74	5%	Annual	NA	NA	Part of a Black Country wide project installing around 250 chargers. Installation rests with the commercial operator that won the contract who is contractually obliged to deliver them by March 2024.	Regeneration
One Team One Council									
O5a	% of residents agreeing that your local area is a place where people from different backgrounds get on well together	Bigger is better	77%	NA	Annual	NA	NA	NA	Service Improvement
O5b	% residents satisfied with how Sandwell Council runs things	Bigger is better	66%	NA	Annual	NA	NA	NA	Service Improvement
O1k	Gender Pay Gap Median	smaller is better	0%	TBC	NA	NA	NA	NA	HR
O1l	Gender Pay Gap Mean	smaller is better	0%	TBC	NA	NA	NA	NA	HR

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Strategic Risk Register @ September 2023



1. Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities



4. Quality homes in thriving neighbourhoods





5. A strong and inclusive economy






6. A connected and accessible Sandwell

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Aug 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
4 07/12 Page 70	<p>Children's Social Care</p> <p>If the council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children's Trust (SCT) addresses the areas of poor or inconsistent performance, as outlined by Ofsted (and as required by the Statutory Direction served on the council on 6 October 2016), with rigour and pace, then the council will fail in its responsibilities to:</p> <ul style="list-style-type: none"> Safeguard vulnerable children Promote and improve the outcomes of children in its care Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it Continue on its progress to date and direction of travel to further improve the council's reputation for children's social care as currently demonstrated by the ILACS inspection. <p>Risk Area – Children's Services Risk Owners – Director of Children and Education Objectives impacted: 1</p>	8 (amber)		8 (amber)	4 (green) Good Outcome of ILACS inspection by May 2025	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Performance and contract management against KPIs and the improvement plan. The KPIs have been reviewed (to take effect from autumn 2023) as part of the contract review process and have taken into account the Ofsted findings, as well as any findings from the recent national Care Review commissioned by the DfE around early help, children's social care and partner collaboration. The most recent Ofsted inspection of the Fostering service rated all areas as 'Good'. Completion of case file audits and learning from the audit is used to ensure practice improvement. Ongoing measures to improve staffing levels and recruitment via the development of a workforce strategy and market supplements. The Inspection of Local Authority Children's Services (ILACS) took place in May 2022 and reported a judgement of 'Requires Improvement to be Good' and continues to inform the risk score. Contract review commenced in April 2022 resulting in a recommendation being made to the Secretary of State not to invoke the break clause within the Service Delivery Contract. <p>Further actions</p> <ul style="list-style-type: none"> Embedment of the multi agency early help strategy which was launched in March 2022 (ongoing). Consideration of the impact of the government's full response to the Josh McAllister Care Review once published which government stated would be later this year. <p>The acute shortage of social care workers (which is the position locally and nationally) continues to impact this risk despite actions being taken as noted in risk 064 below.</p>	<p>Operational Partnership and Strategic Partnership Boards</p> <p>Ofsted monitoring visits</p> <p>Improvement Board</p> <p>Sandwell Local Safeguarding Children's Board Annual Report</p> <p>Grant Thornton – Value for Money Governance Review 2021</p> <p>Reports to Scrutiny</p> <p>ILACS Ofsted inspection July 2022</p> <p>Independent Reviewing Officer function</p> <p>Rolling programme of audits of case files as part of the quality assurance framework</p> <p>Performance Management framework and Service Delivery Contract</p> <p>SCT business plan</p> <p>SCT external audit report</p> <p>Key Performance Indicators (including social worker vacancy rates)</p> <p>LG Futures benchmarking exercise</p> <p>Grant Thornton Value for Money Governance Review - Follow Up- December 2022</p> <p>Corporate Parenting Board</p>
6b 04/18	<p>Business Continuity Management</p> <p>If the council does not develop, review, monitor and test plans and capabilities that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision of council services and result in potential financial loss and loss of public confidence in the council.</p> <p>Risk Area – All Council services Risk owner – Director of Borough Economy Objectives impacted: All</p>	12 (red)		8 (amber)	8 (amber) Achieved	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Business continuity plans are in place to mitigate the denial of staff (e.g. illness, industrial action), ICT (e.g. software failure, cyber-attack), facilities (e.g. building closure), stakeholders (e.g. suppliers, partners). These plans identify the criticality of each council service and the arrangements in place to restore services in the event of an unplanned incident. The pandemic has provided some assurance around the robustness and effectiveness of the continuity of key functions over the last few years, through a shift to working remotely. Following the incident in the ICT suite in May 2022 the council continues to revisit its resilience arrangements- in particular in relation to its Oracle business system, to ensure robust measures are in place to reduce both the likelihood and impact of a similar risk materialising in the future. Details in respect of the actions taken were presented to the Committee in November 2022. All directorates have now reviewed the BCP to incorporate any learning from the ICT incident noted above. <p>Further actions</p> <ul style="list-style-type: none"> Support from the cyber team to work with the resilience team to further improve all service area business continuity plans (ongoing). This is in progress and a workshop was held with Housing in July 2023 which focussed on resilience planning in relation to cyber security. 	<p>Emergency Committee</p> <p>Resilience team reports to Leadership Team</p> <p>Post incident reports</p> <p>Test exercises including cyber exercise</p> <p>Computer room incident report to ARAC Nov 2022</p>
21a 06/15	<p>Compliance with the Data Protection Act 2018 (DPA 2018), the General Data Protection Regulations (GDPR) and Freedom of Information Act 2000 (FOIA)</p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 (which includes GDPR) or FOIA then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply could result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legal action.</p> <p>Risk Area – Legal & Governance Risk Owner- Director of Law and Governance Objectives impacted: 3</p>	12 (red)		12 (red)	8 (amber) March 2024 (officers) March 2024 (members)	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> The Information Governance Board which is chaired by the Senior Information Risk Owner (SIRO) or Data Protection Officer (DPO) meets monthly to monitor progress of the information governance (IG) workplan. IG framework sets out the council's policies, requirements, standards and best practice that apply to the handling of information. Information Asset Registers capture the information held by the council service areas. Information champions disseminate, feedback, facilitate and co-ordinate IG activity. Annual completion of and compliance with the NHS self- assessment toolkit -NHS Digital which demonstrates the council processes in place to meet the requirements of the NHS's data protection standards and sharing arrangements. Annual mandatory data protection and cyber security training is entrained for all staff. Compliance with the Council's data retention policy, which is reviewed regularly. Improved performance and monitoring arrangements for compliance with FOI and SAR responses. Improved performance and monitoring arrangements for compliance with FOI and SAR responses. The Governance team report on performance to the IG Board and to Leadership Team on a quarterly basis. The latest statistics show that compliance continues to improve. The measures put in place in by the Council's Information Governance Team are working and need to continue and be built upon. <p>Further actions</p> <ul style="list-style-type: none"> A further programme of work to ensure compliance by elected members will now commence in Autumn/Winter 2023, which will be completed by April 2024. The procurement and embedment of a new case management system for FOIs and SARs. Proposals assessed and agreed in principle by the Capital and Asset Management Board in May 2023. However, a review as to whether a joint procurement of both a new corporate Customer Relationship Management System in support of the customer journey and new FOI/SAR case management system is now to be considered. Strategic Finance to then assess the business case and funding options. 	<p>Information Governance Board</p> <p>Information Champions</p> <p>Data Protection Officer</p> <p>Information asset registers</p> <p>Information Commissioner's Office</p> <p>Internal Audit reviews</p> <p>Information incident log</p> <p>Performance data on compliance with FOI and SAR responses to Leadership Team and directors</p>

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						<ul style="list-style-type: none"> Further improvement is still necessary in response times of FOI requests, with a target of 95% compliance which continues to impact on the current risk rating. 	
42a 02/17 Page 71	<p>Cyber Security</p> <p>The public sector continues to be the target of significant, sophisticated and increasingly frequent cyber-attack with these intent on causing service disruption or disclosure of sensitive data. If the council does not invest additional and sufficient financial resources into a cyber security resilience programme, then it will remain at significant exposure of receiving a successful cyber-attack. The consequences will be:</p> <ul style="list-style-type: none"> The inability of the council and SCT to deliver some or all services, particularly critical services for a significant period of time, ranging from days to months The loss of corporate and sensitive personal data (including bank details) Enforcement action Significant financial loss Employee stress; and Reputational damage <p>Additionally, the council will be:</p> <ul style="list-style-type: none"> Unable to meet sector defined standards and compliance for cyber resilience e.g. PSN Unable to share and collaborate with partner organisations in a joined-up manner as the council will not be viewed as a trusted partner <p>Risk Area – Information Governance and ICT Risk Owner – Director of Finance Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) Sept 2024	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Participation in national cyber resilience programmes run by organisations such as DLUHC, LGA and the NCSC Close collaboration between the ICT Service and the council's Information Governance Team to develop a holistic approach to information protection Appropriate technical controls to protect the council's network perimeter and information assets Updates and progress reports as requested to the Leadership Team and Corporate Scrutiny Board. Training for all staff through the implementation of the annual online training. Regular communications continue to be sent to employees pertaining to protecting themselves and the council from emerging and new cyber security threats. Attendance at national C-TAG forum, DLUHC cyber clinics and West Midlands Warning, Advice and Reporting Point (WARP) where members can receive and share up-to-date advice on information security threats, incidents and solutions. Subscription to relevant cyber intelligence threat reports providing early warning of emerging threats, vulnerabilities and trends. Use of the Active Cyber Defence and Early Warning tools provided by the National Cyber Security Centre. An ongoing programme addressing the retirement and upgrade of obsolete and unsupported technology platforms Annual ICT Health Check and Network Penetration Test Implementation of a 3rd party managed Security Operations Centre to detect potential threats within the council's ICT environment providing timely alerts 24 hours a day Establishment of a Cyber Resilience Governance Board as part of revised ICT governance arrangements <p>Further actions</p> <ul style="list-style-type: none"> Reprofile remaining cyber budget following one-off saving due to identified budget pressure Adopt the NCSC Cyber Assessment Framework (CAF) as a methodology across the public sector for demonstrating adequate and consistent cyber hygiene (April 2024 – timeline determined externally by DLUHC) Develop a PCI-DSS improvement programme to identify the gaps in compliance across all council credit and debit card payment channels April 2024 Redefined governance structure to provide oversight of ongoing improvement programme following allocation of additional cyber funding (May 2023) Development and maintenance of incident playbooks to activate in response to adverse cyber activity (March 2024) LGA Cyber 360 review to be scheduled and reprofile Cyber Resilience Improvement Programme (Dec 2023) Undertake a Business Continuity Reaction Exercise in conjunction with LGA service offer (January 2024) Technology Modernisation Programme to ensure all ICT assets are up to date, in support and patchable – includes storage, server and end points i.e. laptops (April 2025) Council endorsement of a corporate cyber resilience strategy (April 2024) Appointment of a cyber lead to assist with the development of the cyber resilience strategy and overall improvement plan (April 2024) Uplift of Microsoft Enterprise Agreement Licensing to Enterprise 5 (E5) at anniversary date which includes a full suite of security and compliance tools (April 2024) Implementation of new E5 security tools (September 2024) Evaluation of vulnerability monitoring options and subsequent implementation (March 2023) 	<p>Cyber Board</p> <p>LGA Cyber Assessment</p> <p>NHS Digital</p> <p>PSN certification</p> <p>Audit Committee risk reviews</p> <p>Self- assessment against cyber principles</p>
56a 06/22	<p>Towns Fund Programme (Delivery)</p> <p>If the council does not manage the programme to ensure that all projects are delivered to scope, time and budget ,then this could result in financial implications, the inability to regenerate our town centres, create sustainable economic growth and create long term economic prosperity, and also reputational harm to the council.</p> <p>Risk area- Regeneration and Growth Risk owner – Director of Regeneration and Growth Objectives impacted – 2, 3, 4, 5 and 6</p>	6 (green)		6 (green)	4 (green) Programme completion of all projects and delivery of intended outcomes	<p>This risk sets out the next phase of the programme following the ministerial approvals received by the council for all 16 business cases that were submitted.</p> <p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Robust governance in place to oversee the programme throughout the delivery phase including three Town Deal Boards (one per Town Deal Area), that have inherited Superboard roles and responsibilities. Revised governance arrangements for Delivery Phase were reviewed and approved by Cabinet in May 2022. The council is the Accountable Body for the Town Deal funding. The Director of Regeneration and Growth chairs a Towns Fund Programme Board (which is also attended by the Director of Finance/ representative and officers from procurement and legal as well as all project leads) to review risks and provide a forum for resolution of issues, as well as seeking assurances on the management of risk. Fortnightly engagement with advisors from DLUHC Programme management arrangements in place including appointment of a permanent programme manager, programme support officer, dedicated monitoring officer resource, programme risk register and project risk registers for agreed business cases, which are updated quarterly. <p>Further actions</p> <ul style="list-style-type: none"> Implement delivery phase of projects and programme plan. Ongoing reviews of financial profiles to manage supply chain issues and implications of cost inflation. 	<p>Town Deal Boards</p> <p>Department Of Levelling Up, Housing and Communities (DLUHC)</p> <p>Audit and Risk Assurance Committee Deep Dive Jan 2022</p> <p>Scrutiny Reviews</p> <p>Monitoring and reporting of outcome indicators, with processes in place to manage changes and risks during delivery stage.</p>
57b	<p>Customer Journey</p> <p>The delivery of Council Services, including through the One Stop Shop, must meet the demand and needs of Customers, in order to avoid reputational damage to the Council.</p>	12 (red)		12 (red)	8 (amber) Oct 2024	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> New operating model for council employees is well embedded across all service areas. Customer journey is one of the key priorities of the corporate transformation programme. Regular discussions and focus sessions have taken place at Leadership Team to address concerns and issues. 	<p>Customer satisfaction survey</p> <p>Customer compliments and complaints system</p>

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Page 72	Risk area- Corporate Customer Risk owner – Director of Regeneration and Growth Objectives impacted - All					<ul style="list-style-type: none"> Customer Journey Priority Focus Sessions are also being delivered to Cabinet. A Business Case has been developed for a new telephony system and this is being presented to Capital & Asset Management Board Feb 2023. The MySandwell offer is continuously being developed. Collection of Customer Satisfaction data is continuously being looked at and new methods trialled. Customer Journey (CJ) is one of the key priorities of the corporate transformation programme. The four main CJ Workstreams are: <ul style="list-style-type: none"> Development of a Customer Experience Strategy Review of Contact centres Review of the One Stop Shop & exploration of a Community Hubs offer for face to face services in each Town. Technology – review of all Customer related technology & identification of any gaps: procure delivery partner to replace the Council's telephony system (achieved). Further actions <ul style="list-style-type: none"> Continued stakeholder engagement, in particular within the One Stop Shop (Ongoing). Additional capacity and resources to be identified to meet current demand for face to face services. Pilot local hub concept in two areas of the Borough (March 2024) - in progress I West Brom and Blackheath Ensure consistency of customer experience across the council and not just in some areas, as is currently the case (Oct 24). Budget and Corporate Scrutiny Board is looking at the customer journey as part of its current work programme (23/24). 	Local Government Ombudsman report Budget and Corporate Scrutiny Board Review Monitoring, reporting & governance through the Customer Journey Programme Board which will report in to the Corporate Transformation Office and to the Cabinet Member Weekley reports to Leadership team on Member Portal performance. Incorporate recent recommendations from Budget and Corporate Scrutiny into the Customer Journey Action Plan	
	58 06/21	Equalities If the council fails to meet its legal obligations in respect of the Equality Act 2010 and the Public Sector Equality Duty ensuring fairness is adhered to and is unable to demonstrate and evidence compliance with its obligations, then this will result in potential legal consequences for non compliance, reputational harm to the council as well as potential impact on recruitment and retention. Risk area- Legal Risk owner – Director of Law and Governance Objectives impacted - 5	9 (amber)		8 (amber)	6 (green) July 2024 When EDI strategy complete	Current, Ongoing Controls and Further actions <ul style="list-style-type: none"> An Equality Diversity and Inclusion Commission has been set up with agreed Terms of Reference. The EDI Commission will be chaired by the Leader of the council. Four Stakeholder Groups, have been set up including an Ethnic Minority group; LGBT+ group, a Disabilities stakeholder group and a Women's group. Funding has been secured and posts recruited to. Additional EDI consultant support has been secured to help drive the EDI agenda further. A review of the Equality policy has been completed and was launched in December 2022, following Cabinet approval. New equality impact assessment toolkit and guidance has been issued and launched in December 2022 and drop-in clinics taking place to ensure the council's consultations and decision making will withstand scrutiny. An action plan has been developed based on feedback provided by employees across the council along with gaps identified in the workforce diversity data as well as best practice put forward by other public-sector organisations. A robust governance framework to help monitor and review the objectives and actions in the plan is also in place. An Equalities Calendar has been developed and implemented that details many EDI events to raise awareness of the agenda. Various events such as Black History Month, LGBTQ+ History Month have been successfully delivered leading to improved awareness and understanding. The council continues to engage with WMCA in relation to its Race Equalities taskforce. The LGA Equality Framework has been approved for use by Cabinet will be used to develop the council's first EDI Single Framework Strategy. (Jul 24) Refresh of the council's Equality Objective was published in March 2023 An EDI Audit based on the LGA Equality Framework is being undertaken. The audit findings will feed into an EDI action plan (Oct 2023) We are preparing a Public Sector Equality Duty (PSED) service user report which will be published in September 2023. 	Employee Engagement Survey 2022 Sandwell Equalities Commission LGA Peer Review
	59a 02/22	Council's Improvement Plan If the council does not put in place and successfully implement an improvement plan to address the concerns raised by the Secretary of State in respect of the council's best value duty and the recommendations made by the recent external reviews carried out by the council's external auditors, Grant Thornton, CIPFA and the LGA Peer Review then this may result in a loss of confidence in the council's corporate governance arrangements, government intervention, future audits providing a qualified opinion, a lack of trust in the council's ability to deliver its corporate priorities and reputational harm to the council. Risk area- All services Risk owner – Chief Executive and Commissioners Objectives impacted – All	8 (amber)		8 (amber)	4 (green) December 2023 (in line with report to SoS)	Current Controls This risk reflects and consolidates the government intervention as well as the findings and recommendations arising from previous reviews including the Grant Thornton – Audit Findings Report 2019/20, Grant Thornton - Value for Money Governance Review 2021, CIPFA Financial Management review and the LGA Peer review along with their follow up reviews conducted in 2022. <ul style="list-style-type: none"> Two Commissioners have been appointed to oversee the improvement journey. A performance management framework was approved by the council in April 2022 to help monitor performance and track progress on the delivery of the strategic outcomes in the Corporate Plan. Constitutional review completed in December 2022 The appointment of a permanent Chief Executive has been completed. An improvement action plan and governance arrangements are in place. Funding to implement the actions and deliver the improvement plan has been set aside. Activity from the Improvement Plan embedded within the Council's Corporate Plan and Business Plans 6 monthly reporting from the Commissioners and from the Council to the Secretary of State is in place. The third Commissioners report was made in June 2023 and published in July 2023. In their report, Commissioners noted the significant hard work and considerable progress made, with next steps to further embed improvement and to demonstrate that this is sustainable, They commented that they consider that the Council continues to make progress on the right path. Further actions <ul style="list-style-type: none"> Ongoing implementation and monitoring of the progress made against the plans. Demonstrating evidence of sustainable and continuous improvement 	Grant Thornton- Audit Findings Report 2019/20 Grant Thornton – Value for Money Governance Review 2021 CIPFA Financial Management and Governance Review 2021 and follow up review 2022 LGA Peer Review 2022 and follow up review 2022 Audit and Risk Assurance Committee Government appointed Commissioners Six monthly reports by the Commissioners to the Secretary of State Grant Thornton Value for Money Governance Review - Follow Up- December 2022

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62 01/22	<p>Climate Change</p> <p>Failure to achieve the council's commitments in relation to Climate Change, including the pledge to make council activities, buildings, housing, fleet, schools and street lighting net-zero carbon by 2030 may result in:</p> <ul style="list-style-type: none"> reputational damage financial impact increased demand for council resources (in the event of extreme weather) and a loss in public confidence. <p>In addition, managing the effects of climate change will also have significant financial impact which the council will need to address.</p> <p>Risk Area – All Services Risk Owner – Director of Regeneration and Growth Objectives impacted: All</p>	12 (red)		12 (red)	8 (amber) 2030	<p>Current Controls</p> <ul style="list-style-type: none"> Climate Change strategy 2020- 2041 in place which sets out the 2030 target for the council. Member steering group to oversee implementation of the climate change action plan. Climate change champions in place (officer level) and a Cabinet Member and member advisor champions in place. An action plan for implementing the strategy was approved by Cabinet in March 2022. Establishment of programme governance arrangements, including the Cabinet approval to the appointment of cross party membership to the Climate Change Committee to monitor the implementation of the action plan, A Climate Change Programme Board (represented by service managers from across the council) is leading on measures within the action plan. <p>Further Actions</p> <ul style="list-style-type: none"> Gap analysis to be conducted to assess the councils' ability to implement the action plan, followed by a report on available options which will be addressed in 2023/24. To undertake stock condition surveys to enhance our understanding of investment needs and costs to achieve net-zero targets in our social housing stock and to inform future revisions of the HRA business plan and opportunities to draw in external investment Consideration of adapting works and activities to ensure that contractor selection, works methods and materials used are aligned and contribute to the climate change strategy. Explore funding models for retrofit of Council and other homes in the Borough e.g. attend MIPIM investors conference / WMCA Devolution Deal with Government in negotiation. To implement the Asset Management Strategy approved by Cabinet in November 2022 which seeks to significantly rationalise the Councils buildings and assets To establish EV charging infrastructure via ULEV programme (on street) and Council operational locations so that relevant Council fleet can transition to EV over the next 3 years– in progress. To develop a policy on Single Use Plastics that is consistent with the national emerging policy. Roll out Carbon Literacy Training to all elected Members, relevant officers and Climate Change Champions The delivery of the action plan is the key measure that determines the current risk assessment. The deliverability of the Plan is heavily dependent upon future government initiatives and the availability of financial resources which will be the key driver in achieving the council's 2030 target. 	Climate Change Programme Board Member Steering Group Economy, Skills, Transport and Environment Scrutiny Board review – Climate Change Implementation- March 2021 Internal audit review underway
64 08/22	<p>Workforce Recruitment and Retention</p> <p>The council is required to recruit and retain a skilled, qualified and experienced workforce in order to provide and deliver services to Sandwell residents. If the council is unable to recruit and retain its workforce and deliver its statutory obligations to meet the needs of the community this could result in loss of reputation, penalties, litigation and in some cases imprisonment.</p> <p>Risk area – All council services Risk owner – Chief Executive and Head of HR Objectives impacted: All</p>	9 (amber)		9 (amber)	6 (green) March 2024	<p>The risk concerns issues are largely a reflection of the regional and national position also and not unique to the council, as supported by the LGA workforce survey completed in 2022. The target risk score was initially to be reached by March 2023. However, this has been put back in order to allow the recruitment strategy to be agreed and fully embedded, and until results over the mid-term are known.</p> <p>Current and ongoing controls:</p> <ul style="list-style-type: none"> Directorates to continue to undertake comprehensive workforce planning at least annually, as part of business planning processes, with a focus on creating and nurturing talent pipelines. Cabinet workshop planned for development of a workforce strategy. Recruitment and selection refresher training for hiring managers in order to share best practice in recruiting qualified and skilled employees. Pre-employment checks are carried out in line with requirements for the job role including any statutory requirements. Regular 121 meetings (supervision) and annual appraisal process is in place to ensure employees are engaged and can raise any concerns. Regular employment engagement (full) and pulse surveys are undertaken, and plans are developed and implemented to address any areas requiring further action. Pay benchmarking to ensure the council is competitive relative to the relevant job market in sectors where there are specific and critical challenges to recruitment and retention. Future Talent Strategy to be developed as part of the Organisational Development strategy – to build on current Apprenticeships and Graduates strategy and incorporate succession planning and talent development framework for all employees. We have recruited 6 graduates via the National Graduate Development Programme to start October 2023. The Resourcing Team alongside other teams across the council have attended a number of local job fairs either hosted by Sandwell Council or local colleges/universities to promote job opportunities. The Resourcing Team will continue to identify and attend local and regional job fairs to raise our profile and job opportunities. <p>Further actions</p> <ul style="list-style-type: none"> Introduce and extend talent pools and open-ended recruitment campaigns to high turnover areas - this will form part of the recruitment strategy which is underway. Review our recruitment branding and content to maximise the impact on candidate attraction - this will also form part of the recruitment strategy. Review and extend advertising, to include focus on attraction of diverse applicants – again this will form part of the recruitment strategy. Review of our long-term use of a neutral vendor agency provision where we are unable to fill roles to deliver a service to our residents 	Employee Engagement Survey Pulse surveys HR related KPIs and data Appraisal process Benchmarking analysis LGA Workforce Survey 2022
66 04/22	<p>Borough Archives</p> <p>Failure to achieve the National Archives Accreditation could lead to withdrawal of 'Place of Deposit Status'. This will cause reputational damage and incur costs as public records will be stored in another location, which accrues a cost to the council and creates difficulties around access to the records.</p>	12 (red)		12 (red)	8 (amber) TBC	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Public records are stored at Dudley archives which meets the required standard (BS EN 16893). However, this can only be a temporary measure, as Dudley's own archives increase and they will require the space currently occupied by Sandwell. A feasibility study has been completed and a replacement archive solution for Sandwell's archives has been identified and was approved by Cabinet in November 2022. A Qualified Archivist is now in place having completed training. 	The National Archives Archive Service accreditation

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Page 74 05/22	<p>Accreditation cannot be achieved without alternative accommodation that meets the required British Standard.</p> <p>Risk area – All council services Risk owner – Director of Borough Economy Objectives impacted: All</p>					<ul style="list-style-type: none"> Discussions with The National Archives (TNA) around delaying an application for accreditation as it would fail. This is a temporary measure. Appointment of a consultant has been undertaken to deliver second stage of feasibility that includes design, specification, costs and development of a funding strategy. This will enable submissions to be made to external funders. <p>Further Actions</p> <ul style="list-style-type: none"> Funding sources for cost of capital to build the archives needs to be identified and agreed. Some corporate capital will also need to be identified as part of the funding strategy. A bid to Arts Council England to be considered for contribution to the cost of capital, once the funding strategy has been agreed. 	
	<p>Elections Act</p> <p>The initial roll-out of voter identification was successful, following policy and secondary legislation confirmation and the implementation of the controls identified to mitigate risk, however it has not yet been stress-tested. It is anticipated that the 2024 elections which are expected to include a general election will provide a broader assessment of the mechanisms in place.</p> <p>Implementation of the next phase of the elections act is due shortly, to include the ability for voters to apply for absent votes on-line. There remain a series of technical and operational issues that are being explored nationally, with there being a concern over the readiness of new systems in line with the projected timeframe. Whilst the application portal will be nationally hosted, the Returning Officer will remain locally responsible for the processing and issuing of postal votes. Compounded by the multiple elections in 2024 and the potential for a snap general election, there are risks around the successful implementation of all of the Election Act requirements. Should the Returning Officer be unable to implement the Elections Act 2022, this could result in low voter confidence and some voters may be dis-enfranchised leading to a lack of confidence in election results.</p> <p>Risk area – All council services Risk owner – Returning Officer Objectives impacted: All</p>	12 (red)		8 (amber)	4 (green) May 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> There will be extra money from the Government for implementation, but this will not be ring fenced and will only cover costs associated with Voter ID not additional election costs. A One Council approach is being taken in order that the wider council can provide necessary support. The Electoral Commission will undertake much of the communication, but the Returning Officer needs to consider the demographics and harder to reach parts of the electorate and the support that they will require. There is a review of polling stations to see which ones are suitable and unsuitable. Robust and updated training programme will be in place for all polling inspectors and presiding officers. Job roles for election staff are being updated to provide clarification on what is required and to assist in arriving at the correct fee. The Electoral Services Manager is part of the Business Change Network facilitated by the Cabinet Office and consequently is very well informed. Privacy ID booths will be provided to every station to reduce the need for a specific place. This will be private but still in the "voting room" Awareness Campaign and media campaigns to promote Voter ID have begun to compliment the national campaign by the Electoral Commission (which includes use of the Herald, website, etc) Regular briefings with members have commenced. Regular networking meetings taking place by Director and Manager. Capacity and resourcing options are being explored. 	<p>Electoral Commission</p> <p>Elections Returning Officer</p> <p>Elections Service Manager</p> <p>Polling station inspectors</p>
68 12/22	<p>Sandwell Local Plan</p> <p>Failure to prepare and adopt a Local Plan within the timescales required could result in Government intervention in the operation of the planning service and in the decision making process for planning applications resulting in a loss of local democratic oversight.</p> <p>Risk area - Regeneration Risk Owner – Director of Regeneration and Growth Objectives impacted: All</p>	8 (amber)		8 (amber)	4 (green) 2025	<p>Having an up-to-date Local Plan is a statutory requirement. Following the halting of the Black Country Plan, Cabinet approved the preparation of the Sandwell local Plan on 16 November 2022. The timetable envisages adoption in late 2025. The process to adoption involves several rounds of public consultation and political approvals as well as an independent Examination in Public.</p> <p>Conformity with an up-to-date Local Plan is often a prerequisite for Government regeneration funding.</p> <p>Current and ongoing controls</p> <ul style="list-style-type: none"> Members regularly briefed on key and up to date issues. Informing of facts and evidence based. Project Manager recruited to lead on the delivery of the Sandwell Plan (fixed term post to Dec 2026). Additional revenue budget secured to deliver the Sandwell Plan (Cabinet Report Dec 2022). <p>Further actions</p> <ul style="list-style-type: none"> Review of salaries allocated to technical disciplines within the organisation – Use of consultants if necessary. Quarterly update reports to Leadership Team 	<p>Regular updates to Leadership Team, Cabinet Member for Regeneration and Cabinet as appropriate.</p> <p>Appointment of dedicated project manager</p>
69 08/22	<p>Adult Social Care Market Sustainability</p> <p>The Fair Cost of Care requirement for domiciliary care and older peoples residential and nursing home care & further requirement to produce a market sustainability plan will result in a significant financial pressure for the council in the region of 15 million pounds, although government funding is available for a 3-year period, it is not expected to cover these increased costs. There is then a further risk that the remaining elements of the care and support market currently excluded from the Fair Cost of Care exercise will not be sustainable without further significant investment, so a further internal cost of care exercise will need to be completed.</p> <p>A number of providers are approaching the council with requests for significant uplifts in their fees and notice to withdraw care and support to individuals. Should this not be addressed the capacity in the market will be unable to meet</p>	16 (red)		9 (amber)	9 (amber) Achieved	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Working with ARCC Ltd to complete the Fair Cost of Care exercise and Market Sustainability Plan. Draft document completed and submitted in October 2022. Report presented to the Leader of the in October 2022 outlining the impact of the cost of care exercise and the options of how to support the market with the government allocations that have been made to date. Ongoing dialogue with legal to ensure compliance with statutory Care Act duties and consideration of affordability. Working with neighbouring authorities in the Black Country and the Integrated Care Board to agree a system response to provider demands. Negotiating with individual providers regarding fee uplifts. Commissioned independent provider to undertake reviews of individuals. Final Market Sustainability Plan submitted (March 23) Report to Cabinet for Fair Cost of Care approved for plans on how to sustain the market (February 23). ARCC scrutinised the data presented by the care homes regarding the validity of the data provided. ARCC supported additional market engagement to scrutinise the data presented. Plan towards meeting cost of care once government allocations for 2023/24 and 2024/25 have been confirmed. Annex B published 1st February 2023 and the final Market Sustainability Plan published 31 March 2023. 	<p>Integrated Care Board</p> <p>Fair Cost of Care exercise</p> <p>ARCC Ltd</p>

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Aug 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
	<p>the demand and the recommissioned costs will be significantly higher adding to the budget pressures.</p> <p>Risk Area – Social Care Risk Owner – Director of Adult Social Care Objectives impacted: 2</p>					<ul style="list-style-type: none"> Updated the Market Sustainability Plan and complete Annexe A in May 2023. Complete Market Capacity Submission in June 2023 <p>Further Actions</p> <ul style="list-style-type: none"> Update the Market Sustainability Plan and complete Annexe A in May 2024. 	
Page 75	<p>Organisational culture If the council does not have an effective organisational culture, then this could result in:</p> <ul style="list-style-type: none"> Poor officer and member relationships Negative impact on employee engagement Inability to demonstrate effective people management, Weak diversity and inclusion practices Recruitment and retention issues Negative impact on the delivery of the improvement plan and Potential for extended government intervention Failure to deliver the corporate plan Reputational damage Missed opportunities for continuous improvement <p>Risk area – All council services Risk owner – Chief Executive Objectives impacted: All</p>	8 (amber)		8 (amber)	4 (green) March 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Regular meetings in place between senior members and officers to develop positive working relationships and information sharing. LGA training on officer/member relationships delivered in September 2022 and planned for Autumn 2023 Launch of One Team Framework (values and behaviours) including Staff Conference and Managers workshops Employee Engagement Survey 2022 results disseminated and discussed at Directorate Management Teams and team meetings - action plans developed and monitored at Leadership Team. <p>Further Actions</p> <ul style="list-style-type: none"> Embedding One Team Framework Approval of Workforce Strategy. Mechanisms to be identified for ongoing insight and assurance around health of Officer and Member Relationship (December 2023). Management Development Programme Agreed (2023). Employee Engagement Survey 2023 (September 2023) 	<p>External Reviews (Grant Thornton and LGA) providing assurance that organisational culture change has started to occur.</p> <p>Employee Engagement Survey</p>
71 08/23	<p>Strategic Workforce Development for Adult Social Care Recruitment, Retention and Sickness Absence</p> <p>A workforce strategy is in place and links directly with workforce planning and training. This offers existing staff training opportunities to ensure that they are qualified and competent to face service needs. If recruitment and retention are not prioritised within the service and amongst service providers, then there will not be the skilled staff to deliver appropriate social care.</p> <p>Risk Area – Social Care Risk Owner – Director of Adult Social Care Objectives impacted: 2</p>	New risk	NA	12 (red)	8 (amber) April 2024	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Implemented Adult Social Care restructure for social work and therapy to deliver a career development pathway which will support retention, career development and succession planning within social work. A student programme and the Assessed and Supported Year in Employment for Social Workers is in place. An Occupational Therapist student programme with Worcestershire University is in place and works to secure university placements including access to Practice Educator training for SMBC Occupational Therapist 's to retain their skills and expertise. Apprenticeships within the Directorate utilising the Apprenticeship Levy to access accredited qualifications. An apprenticeship programme for social work is in place with Warwickshire University, a similar programme for Occupational Therapy is being developed with Wolverhampton University. Qualification Sponsorship scheme to support employees to obtain recognised qualifications to enhance their work performance and skills. Work around maintaining recruitment and retention: Phase 1 - A) Pay benchmarking B) Golden Hello C) Market Supplement completed. Recruitment Events (exploring opportunity for joint partnership recruitment with health colleagues). Regular 121 meetings (supervision) and annual appraisal process is in place to ensure employees are engaged and can raise any concerns. Plans are developed and implemented to address any areas requiring further action from the employee engagement survey. Sickness Absence Monitoring. <p>Further Actions</p> <ul style="list-style-type: none"> New Draft Workforce Strategy to be finalised and approved. Draft Workforce Strategy action plans to be finalised and approved. Work around maintaining recruitment and retention: Phase 2 - A) Review of Job Descriptions and Person Specifications B) Further benchmarking C) Work with Children's Trust around these areas D) International recruitment. 	<p>Employee Engagement Survey</p> <p>HR related KPIs and data</p> <p>Appraisal process</p> <p>National Minimum Data Set for social care</p> <p>Benchmarking analysis</p>
The following associated risks are being subject to a wider review, while it is not envisaged that there will be any significant change in the risk scores an update will be presented to the November meeting of the Audit and Risk Assurance Committee							
27 06/09	<p>Medium Term Financial Plan (MTFP) and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services, Covid-19 and more recently the impact of the high levels of inflation being reported. If the council is unable to identify sufficient savings and put in place the necessary policies, processes and actions to manage pressures, inflation and manage its plans, then this will impact on the council's financial resilience</p>	8 (amber)	tbc	tbc	tbc	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Local government settlement announced for one year only. A balanced budget approved by council Directorate and service business plans in place. The initial review by CIPFA on the council's financial management and governance arrangements, noted that the council was a progressive two-star (out of five) authority. The follow up review subsequently undertaken by CIPFA progressed this to a three-star. The review also looked at financial resilience and concluded that the council is financially stable and in recent years has been able to contribute towards reserves through achieving a balanced budget or an underspend. 	<p>Budget and Corporate Scrutiny Board</p> <p>External Audit</p> <p>CIPFA financial management review and follow up</p> <p>LGA Corporate Peer Review</p> <p>Grant Thornton Value for Money Governance Review - Follow Up- December 2022</p>

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Aug 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 76	and its ability to effectively discharge its statutory responsibilities including the setting of a balanced budget for future years. Risk Area – Finance Risk owner- Director of Finance and Leadership Team Objectives impacted: All					<ul style="list-style-type: none"> A fundamental review of the MTFP (in line with the CIPFA recommendations) has been completed, to ensure the council understands the challenges ahead and to ensure that the MTFP matches the ambitions of the corporate plan and regeneration plans for Sandwell. A further review will be undertaken following announcement of the local government settlement. The review includes an assessment of the impact the high levels of inflation currently being experienced and are forecast, are having on the MTFP and the mitigating measures being implemented. Star chambers continue to be used to support budget setting. The local government finance settlement for 2023/24 was received and included additional funding for Adult Social Care alongside confirmation that business rates reset will not happen in this Parliament. Further actions <ul style="list-style-type: none"> Continued implementation of the action plan developed following the CIPFA review (as per the improvement plan timetable). Ongoing review of the MTFP. Use of benchmarking data to help identify opportunities for efficiencies, savings and service improvements. 	LG Futures benchmarking data
	27a 06/21 Future Government Policies and Funding Sources If the government does not provide local authorities clarity over the future plans for health and social care reforms, the public health grant, Better Care Fund, future years funding and continuing, with one year funding settlements then this inhibits local authorities to effectively manage medium term/ three year plans and put in place the necessary processes and actions to manage future pressures. This will impact on the council's ability to deliver sustainable services to the people of Sandwell and effectively discharge its statutory responsibility to set a balanced budget for future years Risk Area – Finance and Resources Risk owner- Chief Executive Objectives impacted: All	8 <i>(amber)</i>	tbc	tbc	Tbc	Current and Ongoing Controls Uncertainties remain around various central government funding sources, in addition to the national political uncertainties around economic growth and inflation, and whether this will be reflected in future funding policies. Further actions The council continues to horizon scan and consider the impacts of potential government initiatives and policies on future funding sources and demand for council services. (Ongoing)	Budget and Corporate Scrutiny Board
	27b 10/21 Budget Monitoring and Management 2023/24 If the council does not put in place effective arrangements to monitor and manage the current year's budget to ensure that planned savings are achieved and efficiencies realised, then it will result in overspends and the resilience of the council's finances. Risk Area – Finance and Resources Risk owner- Director of Finance Objectives impacted: All	8 <i>(amber)</i> Monitoring and management 12 <i>(red)</i> Budget position	tbc	tbc	tbc	Current and Ongoing Controls <ul style="list-style-type: none"> The financial management and monthly budgetary control processes in place. Regular reporting of financial performance to Budget Board, Scrutiny and Cabinet. As noted above, an initial review by CIPFA and a subsequent follow up on the council's financial management and governance arrangements was completed and an action plan developed to address the recommendations made. This is being monitored by the Corporate Improvement Board. Further actions The council continues to monitor and report its budgetary position on an ongoing basis.	Budget and Corporate Scrutiny Board CIPFA financial management review External Audit Annual Internal Audit review- budgetary control Management accounts
	53 04/18 Oracle e-Business Suite If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in: <ul style="list-style-type: none"> The council's business system being unsupported Inability to transform services that would enable processes to be more efficient Non-compliance/ misalignment with other council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme. Risk Area – Finance and Resources Risk Owners – Director of Finance Objectives impacted: All	8 <i>(amber)</i>	tbc	tbc	tbc	Current and Ongoing Controls <ul style="list-style-type: none"> Appointment of Infosys Limited as the council's Oracle Fusion implementation partner who have commenced contract delivery. Revised project management and governance arrangements in place including a Project Board which meets weekly, new roles within the project team and a senior responsible officer (SRO). A Business Design group meets fortnightly to monitor the outcomes and benefits from the programme. A Business Readiness Group meets fortnightly which has oversight on the implementation plan activity. An Implementation Board meets weekly to monitor progress on delivery of programme workstreams. A Programme Management Office has been established and is utilising good practice programme management approaches. Cross-cutting working groups on change management, reporting, data cleansing and migration, and implementation planning. SOCITM have worked with the council to produce key programme documents. Service engagement to better understand the new system. Resource model and profiles developed setting out capacity and capability requirements. A programme benefits framework has been produced and the strategic priorities for benefits have been agreed. Completion and use of baselining exercise to identify cashable and non-cashable benefits that the new system will yield was reported to Cabinet on 18 January for approval. Further actions <ul style="list-style-type: none"> Ongoing work is required on organisational-wide engagement. Engagement events being planned for teams that will be affected by the changes. Ongoing systems development 	Project Board SOCITM Grant Thornton – Value for Money Governance Review 2021 Grant Thornton Value for Money Governance Review - Follow Up- December 2022 SRO updates to Leadership Team
61 10/21 Partner Organisations/Contractors Service Delivery The council works closely with partners and contractors to provide services to its residents and businesses.	8 <i>(amber)</i>	tbc	tbc	tbc	Current Controls <ul style="list-style-type: none"> Leadership Team continues to progress a reporting structure for the council's key contracts and partnership arrangements. 	Grant Thornton – Value for Money Governance Review 2021	

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Aug 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 77	<p>In the event Partner organisations or contractors do not provide the required level of service to the public this may result in:</p> <ul style="list-style-type: none"> Efficient / good value for money / high quality services not being delivered Enforcement action Significant financial loss and Reputational damage <p>Risk Area – All Services Risk Owner – Chief Executive and Leadership Team Objectives impacted: All</p>					<ul style="list-style-type: none"> All actions from the recommendations of the Economy, Skills, Transport and Environment Scrutiny Board review of the performance and management of the waste partnership contract with Serco are being implemented and progress updated quarterly. Arrangements for scrutiny consideration of the council's key contracts is in progress. Regular review if the Serco key performance indicators continues. A deed of variation and extension period has been agreed and signed with SLT to deliver services up to 2027. <p>Further Actions</p> <ul style="list-style-type: none"> Establishment of consistent contract management for both significant capital and service contracts. Review of the current arrangements in place for each key contractor to ensure they remain fit for purpose and that the partnership objectives are aligned to the refreshed corporate plan. 	<p>CIPFA Financial Management and Governance Review and subsequent follow up</p> <p>LGA Peer Review 2022</p> <p>Reports to the Improvement Board</p> <p>Grant Thornton Value for Money Governance Review - Follow Up- December 2022</p>
65 08/22	<p>Inflation</p> <p>Risk that the high levels of inflation are having on the cost of living for residents and their financial wellbeing and the impact of this on the demand for council services and resources.</p> <p>Risk area – All council services Risk owner – Chief Executive Objectives impacted: All</p>	12 (red)	tbc	tbc	tbc	<p>Current and ongoing controls and further actions</p> <ul style="list-style-type: none"> The council continues to offer its residents and businesses essential support to the cost of living crisis, responding to emerging needs and issues to support financial wellbeing and resilience. Continued distribution of government support packages and initiatives. Ongoing work to identify what further support can be offered to residents and Supporting Sandwell information hub created online. Local welfare provision in place. 	<p>Resident survey</p> <p>Monitoring of relevant KPIs</p>

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Corporate Health & Safety Report (Q1)

Covering data from **April 2023 – June 2023**

Author: **Terry Hassall (CMIOSH), Corporate H&S Manager**

Date: **28 July 2023**

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1. Introduction

The corporate health & safety report is produced to provide a strategic overview for the Leadership Team of key health & safety performance data, such as accidents/incidents reported, audits undertaken, learning opportunities offered and other key issues.

Each of the nine¹ directorates have its own report. These will be presented to the relevant directorate via the appropriate forums (e.g. Directorate JCC/H&S committee meeting) for discussion, action and dissemination. An officer from the HSU can attend Directorate DMT to present the individual reports upon request, if required.

2. Recommendations

The CEO, Leadership Team and Director with responsibility for health and safety are asked to:

- Identify if there are any strategic changes to our policy and/or practice that are suggested by the analysis of data within this report that will help to keep the residents of Sandwell and/or the council's staff safe and well at work.
- Identify any priorities/recommendations/actions for management attention arising from the analysis within this report and any other specific recommendations made, and;
- incorporate such priorities into a corporate health and safety plan that will aim to keep us legally compliant and give us continual improvement in our health and safety performance.

3. Statistical Information – Accidents & Incidents².

To facilitate meaningful analysis, we separate accidents from aggressive incidents. Whilst this split allows better analysis, it does mean that any change in incident numbers is based on smaller data sets, hence what can look like a big change in percentage terms may not be that significant, particularly over the short term.

In this quarterly reporting period, there were:

- **62** total incidents reported. **49** related to employees (of which **one** was reportable to the HSE). These included;
 - **20 x** employee accidents (including **1 x** RIDDOR)
 - **29 x** aggressive incidents to employees and;
 - **13 x** non-employee incidents (including **1 x** RIDDOR)

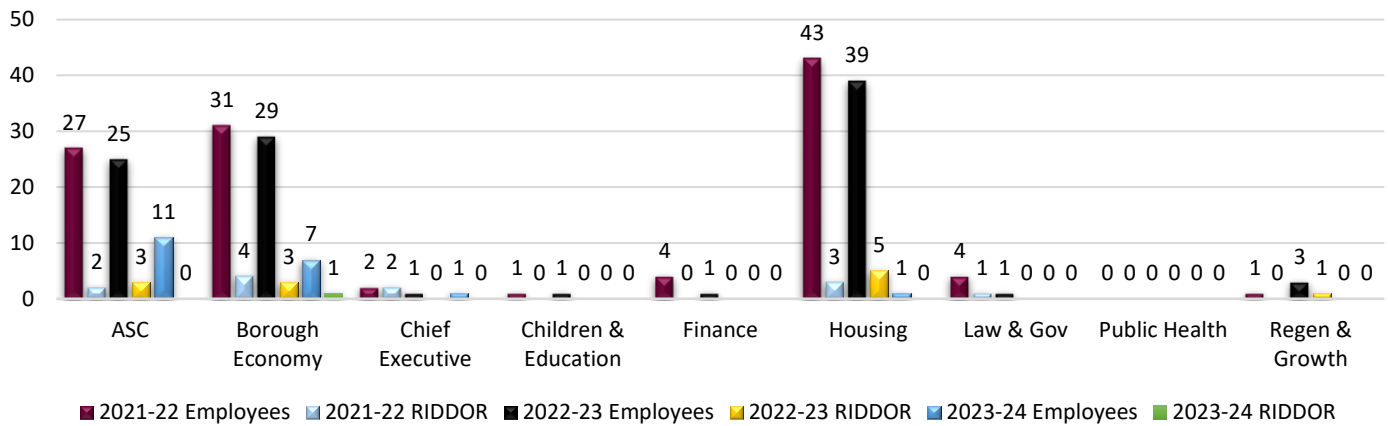
3.1 Accidents reported (employees)

The chart below gives the number of employee accidents (including those that were RIDDOR reportable) reported by each directorate for this year.

¹ Please note that for historical data in this report, Chief Executive directorate is now what used to be Business Strategy & Change directorate prior to the 2023 restructure.

² Figures are based upon incident forms received and processed by 20 July 2023. These figures may change if there are any outstanding/late forms received.

Employee Accidents



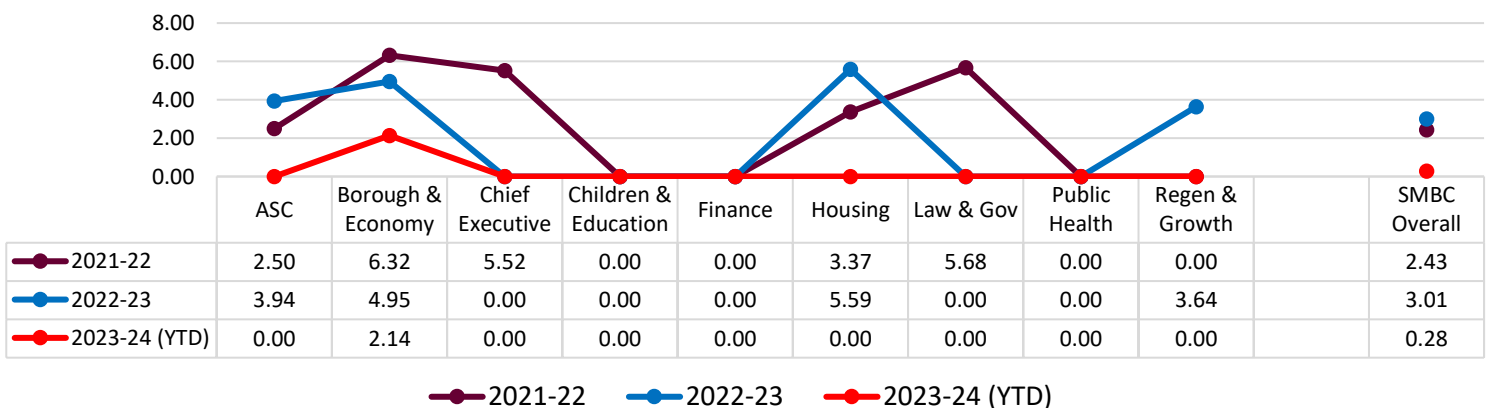
Below are the incident rates (per thousand employees) for all employee incidents this period, with previous totals for comparison.

Directorate	Q1	Q2	Q3	Q4	203/24 (YTD)	2022/23	2021/22
Adult Social Care	22.97				22.97	48.66	43.95
Borough Economy	17.13				17.13	77.81	69.72
Chief Executive	3.14				3.14	11.56	5.52
Children & Education (excluding schools)	0.00				0.00	1.87	1.81
Finance	9.17				9.17	19.11	11.78
Housing	24.0				24.00	79.47	124.98
Law & Governance	12.42				12.42	5.68	28.40
Public Health	0.00				0.00	0.00	0.00
Regen & Growth	4.31				4.31	10.91	3.52
SMBC – Overall	13.88				13.88	41.87	46.71

RIDDOR reportable accidents are ones that lead to serious harm/injury and must be reported to the health and safety executive (HSE). These incidents are more likely to see intervention/enforcement action taken against the organisation. Of the **20** employee accidents, there was **one (5%)** that was RIDDOR reportable this period.

The following chart provides annual employee related RIDDOR reportable accident rates (per thousand employees) for this period and previous years.

All Employee incidents - RIDDOR Rate



3.2 Kinds of accidents

Accident “kinds” are those defined by the HSE for RIDDOR purposes. Where possible we encourage managers to avoid “other”, so that a meaningful analysis can take place.

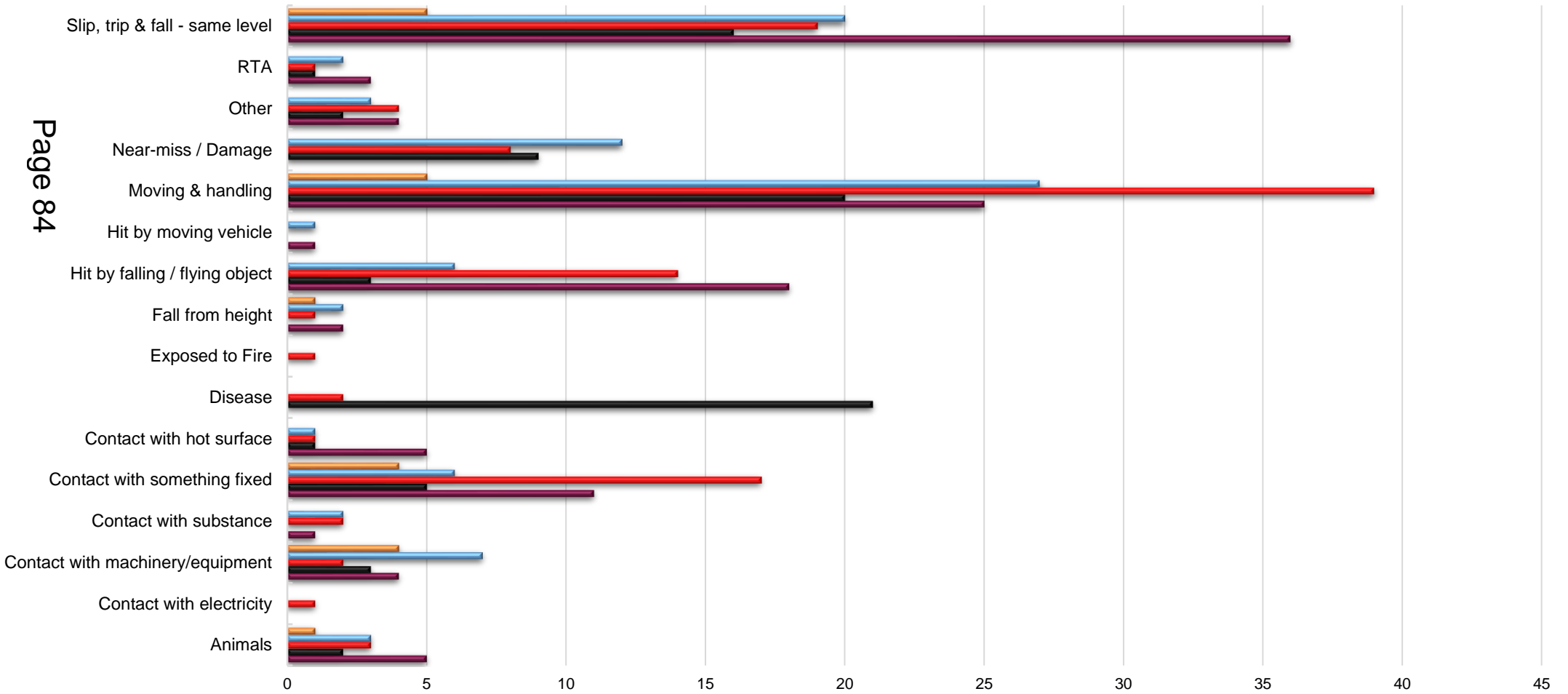
Note: There is no legal requirement under health and safety law to report road traffic accidents (RTA). These fall under the jurisdiction of the police under Highways/road safety law. However, we do currently record any RTA incidents where our employees are injured whilst driving as part of their duties for information purposes only.

Moving & handling (5) and **slip, trip & fall on the same level (5)** were the top reported kind of accident to our employees in this reporting period making up **50%** of all employee accidents reported in this period.

The following chart shows a breakdown of all employee accident kinds reported to date in this year, compared to previous five years.

Employee Accidents by Kind

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	Animals	Contact with electricity	Contact with machinery/equipment	Contact with substance	Contact with something fixed	Contact with hot surface	Disease	Exposed to Fire	Fall from height	Hit by falling / flying object	Hit by moving vehicle	Moving & handling	Near-miss / Damage	Other	RTA	Slip, trip & fall - same level
2023-24	1	0	4	0	4	0	0	0	1	0	0	5	0	0	0	5
2022-23	3	0	7	2	6	1	0	0	2	6	1	27	12	3	2	20
2021-22	3	1	2	2	17	1	2	1	1	14	0	39	8	4	1	19
2020-21	2	0	3	0	5	1	21	0	0	3	0	20	9	2	1	16
2019-20	5	0	4	1	11	5	0	0	2	18	1	25	0	4	3	36

■ 2023-24
 ■ 2022-23
 ■ 2021-22
 ■ 2020-21
 ■ 2019-20

For comparison, the table below gives top three incident kinds by year.

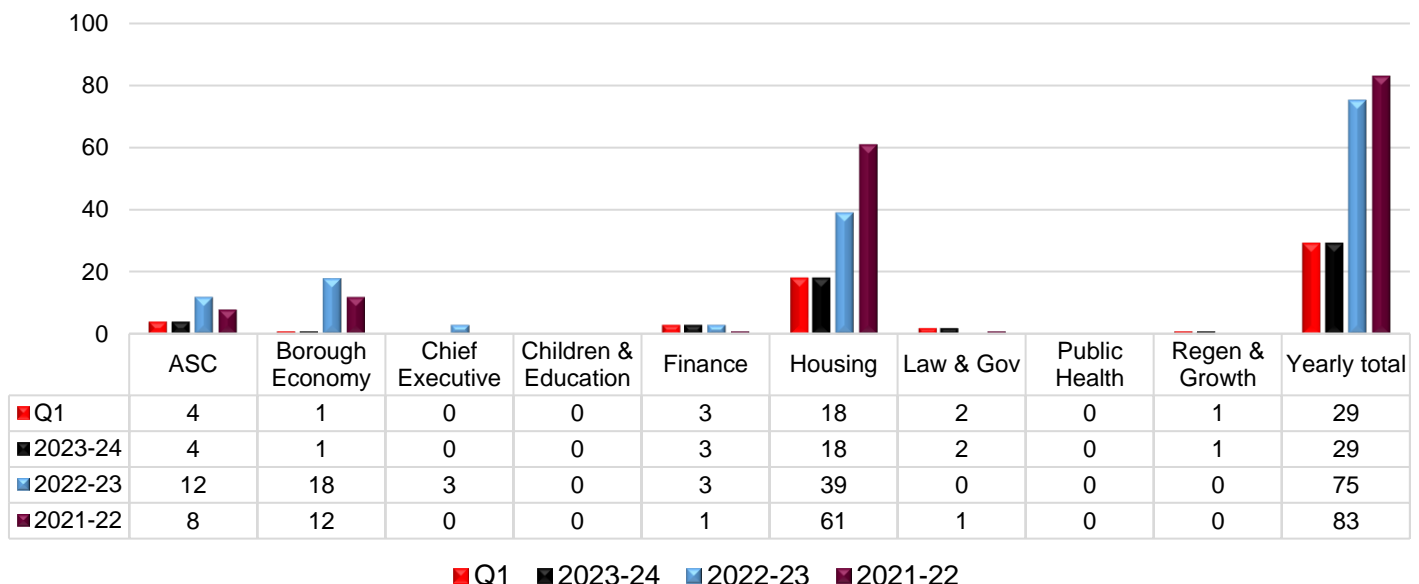
Period	1 st	2 nd	3 rd
2023/24 YTD	Moving & handling (5) and Slip, Trip & fall (5)	N/A	Contact with something fixed (4) & Contact with machinery (4)
2022/23	Moving & Handling (27)	Slip, trip, fall on same level (20)	Near-miss/Damage (12)
2021/22	Moving & Handling (39)	Slip, trip, fall on same level (19)	Contact with something fixed (17)
2020/21	Disease (COVID) Non-Fatal (21)	Moving & Handling (20)	Slip, trip, fall on same level (16)
2019/20	Slip, trip, fall on same level (36)	Moving & Handling (25)	Hit by falling/flying object (18)
2018/19	Slip, trip, fall on same level (42)	Moving & Handling (29)	Hit by falling/flying object (22)

3.3 Aggressive incidents reported (employees)

There were a total of **29** incidents of violence & aggression reported towards our employees in the quarterly reporting period. Over **62% (18)** of these incidents came from the Housing directorate.

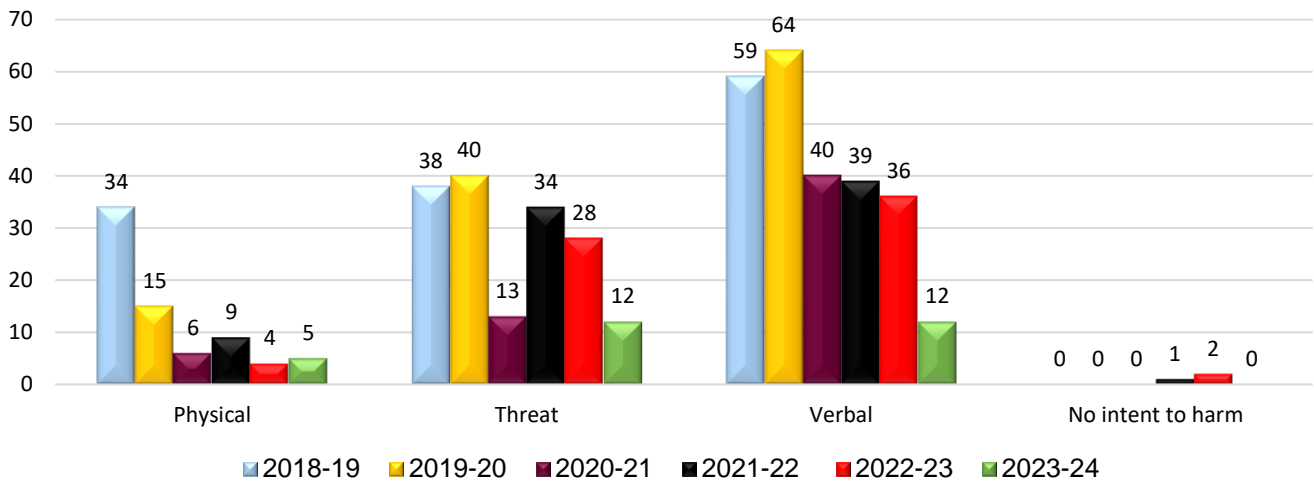
The following chart shows a breakdown of total numbers by individual directorates for this period compared to previous years total.

Employee aggression



We are now in a position to give a breakdown of the types of violent and aggressive incidents that employees are exposed to. The following table gives this years figures to date, along with previous years for comparison purposes:

Employee V&A by kind



In this reporting year, **83%** (24) acts of aggression and violence to our employees were non-physical. Acts of physical violence accounts for **7%** (5) of total incidents.

The table below provides incident rates (per thousand employees) of incidents of aggression and violence to employees for each Directorate.

Directorate	Q1	Q2	Q3	Q4	2023/24 YTD	2022/23	2021/22
Adult Social Care	6.12				6.12	15.77	2.50
Borough Economy	2.14				2.14	29.79	17.42
Chief Executive	0.0				0.0	8.67	0.00
Children & Education (excluding schools)	0.0				0.0	0.0	0.00
Finance	9.17				9.17	9.55	2.94
Housing	20.57				20.57	38.44	66.42
Law & Governance	12.42				12.42	0.0	5.68
Public Health	0.0				0.0	0.0	0.00
Regen & Growth	4.31				4.31	0.0	0.00
Sandwell - Overall	8.21				8.21	19.16	19.31

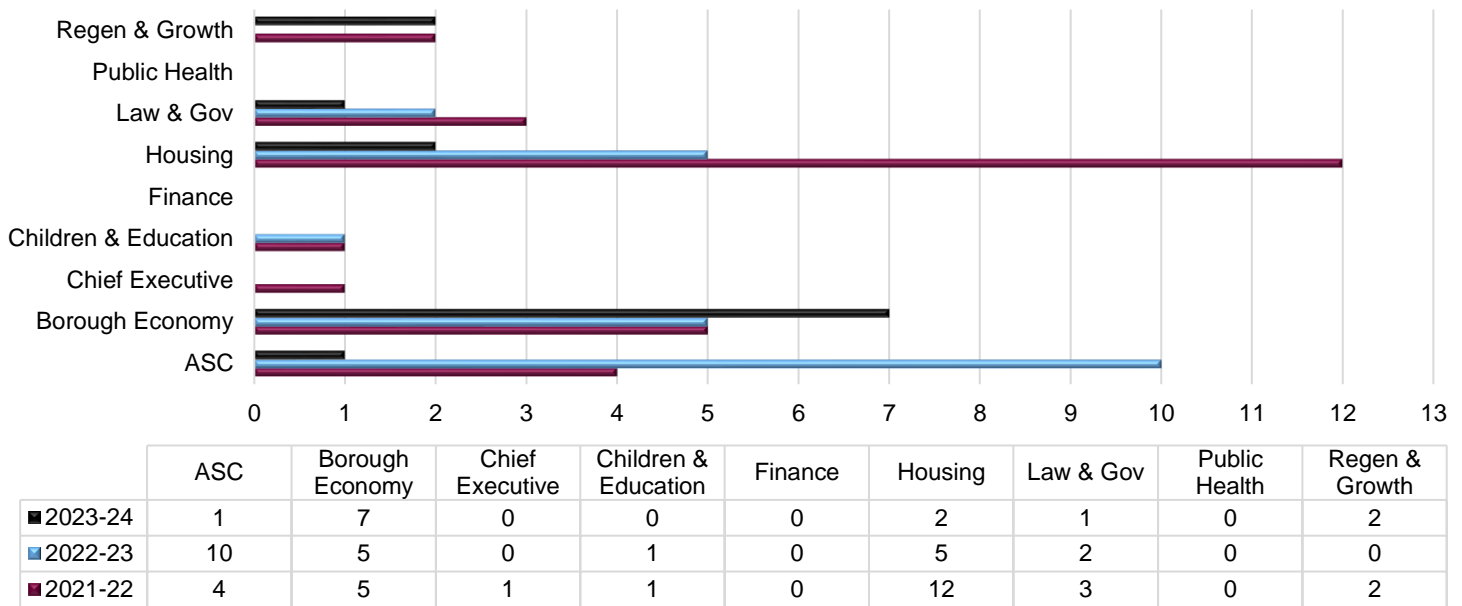
3.4 Accidents reported (Non – employees)

There were **13** incidents reported to the Corporate health and safety unit relating to non-employees in this period, including **one** RIDDOR. The RIDDOR related to a resident in a care home who was struck by an automatic door, fell over and required hospital treatment.

Seven (54%) of the 13 incidents were reported from Borough Economy directorate. This is more than was reported in the previous year's totals.

The following chart gives total numbers for non-employee accidents by directorate for this reporting period, compared to the previous year.

Non-Employee incidents



4. Policy/Health and Safety Management System (HSMS) update

The rolling programme of reviewing the HSMS continues. In this period, **five** revised and/or new safety management procedures (SMP) have been developed, agreed (via the corporate health & safety board) and implemented. They are:

- Asbestos SMP
- Lifts & Lifting Equipment SMP
- Manual Handling SMP
- Outdoor water safety SMP
- Premise Management SMP

All SMPs can be located on the health and safety unit's [safety management procedures](#) page on the intranet.

Recommendation/Action/Key message:

- ***All leaders and managers to reference/use only the current version (found on the [HSU intranet pages](#)) of documents in the HSMS, to ensure compliance with the relevant H&S legislation.***

5. Tasks completed by HSU in this period

5.1 Corporate Audit programme

Health & safety management audits are a proactive way of identifying any shortfalls in the organisations HSMS before incidents occur. The HSU continues with the corporate H&S management auditing programme within the organisation. Reports and action plans are sent to the individual Service manager/Head teacher and the relevant director when these are completed.

We also continue with our programme of HSMS audits of schools where we are the employer. As well as giving Leadership assurances around the management of H&S in these schools, we are also able to recover income from the delegated budgets.

In this period **no** Service area audits were completed and **five** schools (where we are the employer) were audited in this period.

5.2 Regulatory Interventions

Following any incidents, we may have interventions from the relevant regulatory body (e.g. HSE or Fire Authority). In addition to this we may receive compensation claims from any employees for loss and suffering if they were injured whilst at work. If there is found to be a breach of health & safety law, this will have a financial impact on the council through fines and/or increased insurance premiums, in addition to potential prosecution (fines/jail/being unable to act as a director, etc) of the accountable person(s).

There have been **no** direct interventions brought to our attention from the Fire Authority in this period that we have been made aware of.

There have been **zero** interventions carried out by the HSE at our Premises in this period.

5.3 Employers Liability Claims

This section will be updated annually.

Thirteen new employer's liability claims were received between April 2022 and March 2023. This is a significant increase compared to the **five** that were received the previous year.

The table below shows the claims received and status (to date), by each directorate.

	Adult Social Care	Borough Economy	Children & Education	Housing	SMBC Total
Total claims received	2	5	3	3	13
Under investigation	0	3	3	2	8
Claims defended	2	2	0	0	4
Claims settled	0	0	0	1	1

The table below gives an overview of annual figures for liability claims year by year.

Year	Claims received	Under investigation	Claims defended	Claims settled
2022/23	13	8	4	1
2021/22³	5	0	4	1

5.4 Consultation & Communication

There is a legal obligation for employers to consult and communicate with their employees on health and safety matters. To this end, there is a corporate health and safety board (CHSB) where all corporate matters are discussed and consulted upon.

³ **Four (80%)** of the claims were defended successfully with no payment made. The **one** claim that was settled was for noise induced hearing loss from Housing directorate.

The corporate HSU continues to support and advises management at various directorate/Service area level forums where H&S is discussed.

Recommendation/Action/Key message:

- ***HSU officers will continue to attend directorate JCC/H&S committee forums on a quarterly basis to support management on H&S issues and present directorate specific H&S reports.***

5.5 Trade Union safety representative's queries/investigations/reports

There have been no new significant inquiries/requests from TU colleagues in this period from a corporate perspective.

5.6 Miscellaneous

Other significant tasks and activities to note that the corporate health and safety unit have carried out in this period include:

- Reviewed & commented upon documentation received for **17** events to be held in the Borough as part of our role in Sandwell's safety advisory group (SAG).
- Producing **two** [corporate H&S briefing papers](#) in this period that were published on the intranet, circulated to Leadership/each directorate SLT for discussion and dissemination.
- Produced a termly health & safety newsletter for circulating to schools where we are the employer.
- Continuing to process, and investigate where necessary, all incident report forms that were received to ensure we meet the statutory requirements for RIDDOR reporting etc.
- Reviewed/developed **three** school safety guides (SSG).

6. LGA H&S National Practitioners Panel

The panel meets regularly with H&S representatives from various Council's around the country along with the HSE. As members of the West Midlands group, we get regular updates and copies of the minutes. There were three areas discussed at the meeting held 18 July that may be of interest to Leadership?

6.1 Management of asbestos in schools

HSE has published its report on its research into [Management of asbestos in school buildings 2022/23](#). Inspections took place in over 400 primary and secondary schools across England, Wales and Scotland.

The inspections showed that most schools were complying with their legal duties and had effective systems in place to manage and monitor the condition of asbestos-containing materials (ACMs).

However, a small number of schools (7%) had significant enough failings in their systems, meaning enforcement action was required to address them. Most of these failings related to improvements being needed in their management plans or surveys. Only one visit identified a risk of exposure to asbestos requiring prohibition notices to be served which prevented access until the asbestos was safely removed

from the area. These were in boiler rooms to which pupils and teaching staff did not have access.

The findings of the research will be used to inform future intervention approaches within the education sector and to help identify areas for improvement in schools.

It is understood that DFE will be reviewing its guidance on asbestos management in schools in light of the report. **HSE is carrying out further inspections to schools across Great Britain in 2023/24.**

6.2 Reinforced Autoclaved Aerated Concrete (RAAC)

Mark Norris Principal Adviser LGA Resilience, Safety and Regulation provided an update on the growing concern over RAAC.

While concern arose initially in schools following a couple of cases of collapsed ceilings it is apparent that RAAC may have a much wider presence in the public building estate including the many local authority premises. It has definitely been identified as an issue within the NHS with a number of hospitals now having additional measures in place to prevent collapse and some being prioritised within the Government hospital building programme.

However, the extent of its presence and condition is still not fully known and it is as yet unclear whether there is a regional dimension to the widespread use of RAAC planks, whether it was favoured by particular contractors or architects etc.

Within schools the DFE survey now has an 85-90% response rate although most local authorities have engaged. DFE will escalate attention on employers who do not respond. However, DFE has not at the date of the meeting released its findings. It is hoped that data will be released soon.

Where RAAC is discovered there is Government support available in respect of identification/provision of appropriate surveyors and structural engineers and funding for emergency works and there are ongoing discussions within Government and Treasury in respect of ongoing funding for emergency works and the wider school's estates management and building programme. Wider issues with maintenance of the school estate could exacerbate risks related to RAAC, e.g. water ingress can lead to deterioration.

Local authorities are advised to continue its survey work within schools and its wider public estate and to feed back to LGA any identified issues in respect of the presence and condition of RAAC, remedial steps required and also the cost and resource implications of conducting surveys and conducting remedial work. This will assist LGA in representing the views and needs of local authorities.

LGA advice on RAAC can be found on the [LGA website](#). Questions and any information about the presence of RAAC and remedial work necessary can be addressed to either Mark Norris mark.norris@local.gov.uk or Joseph Sloyan joseph.sloyan@local.gov.uk

6.3 Protect duty (Martyn's Law)

Rachel Duke (Adviser, LGA Resilience, Safety & Regulation) gave an update on the Draft Terrorism Protection of Premises Bill and the potential impacts on and

concerns of local authorities. It is a very difficult thing to legislate for and implement given the huge variation in types and capacity of premises and events to which the duties could apply to.

The Bill contains provisions applying to qualifying premises including a standard duty (applying to premises with a capacity of 100-799 people – all schools will be considered standard regardless of size) and an enhanced duty (800 or more people).

It will apply to buildings but also to land which has a readily identifiable physical boundary (for example outdoor festivals) requiring permission to enter.

It includes regulatory provisions based on a 'reasonably practicable' test but at this stage is not specific as to who the regulator will be other than it will be a public authority to be prescribed in regulations or alternatively it will be the Secretary of State. Although the Government envisages that the regulatory function will be mainly a guidance activity the Bill proposes that it will have powers to issue contravention notices and restriction notices and to issue fixed penalties ranging up to £10,000 for standard duty premises and up to £18m or 5% of worldwide turnover for enhanced duty premises.

LGA has numerous concerns about the impact of the legislation which are broadly around:

- The volume of premises in scope and resources, capacity and expertise to implement measures
- Proportionality – the impact on smaller premises and potential impact on local community facilities
- The level of ambiguity at this stage which may be understandable given the stage of the legislation although a stronger picture and associated guidance is required.
- Lead time for implementation – currently the envisaged implementation is 2025.

In addition to the draft bill and associated documents there is also a House of Commons Research Briefing and at this stage the Home Affairs Select Committee has been invited to conduct pre-legislative scrutiny of the Bill.

Members had been involved in various degrees of work on identifying the impact of the measures as set out in the Bill. It seems clear that the impact could be very significant in terms of costs for Local authority premises with enhanced duties and that some of the expected measures may cost considerably above what is indicated in the Government's initial [impact assessment](#) which are already significant. It could also have a disproportionate effect on smaller premises such as local village or community halls having impacts on the ability to conduct community activities.

LGA will continue to be involved in representing the views of local authorities and their communities during the development of the legislation. It would be most helpful if authorities could provide their thoughts on the impacts the measures required would have, along with the ability to deliver the necessary aspects, especially

consideration of costs, resources and timescale required to implement once legislation is finalised.

Relevant information and authorities' views can be sent direct to Rachel Duke Rachel.duke@lga.gov.uk

Recommendation/Action/Key message:

- **Leadership to discuss the above topics, and get assurances that Sandwell is taking appropriate action(s) where necessary.**

7. Training and development

A quality assured and fit for purpose health and safety training programme is a proactive health and safety tool that gives key persons the necessary competencies to carry out their roles and responsibilities in a safe manner.

The corporate health and safety unit facilitate/deliver/host several learning opportunities and training events. These include; virtual H&S Management courses in addition to the eLearning/CBT modules.

7.1 Face-to-Face/Virtual events

The core competency H&S management courses have been transferred to a virtual (Microsoft Teams) platform so learning could continue through the pandemic. This has been successful in the main, and we'll continue to deliver in this way.

There has been a total of **four** virtual learning opportunities facilitated by the team in this reporting period. A summary table of attendees and non-attendees by directorate at each of the core H&S training modules can be found as [an Appendix](#).

7.2 Mandatory/statutory E-Learning modules

There are three eLearning modules available to staff via Sandwell Learn platform. These are; DSE module, Fire Awareness training, and the Corporate Health & Safety Induction.

Numbers of employees (by individual directorate) completing each module this quarter and previous years reporting period is as follows;

E-learning	DSE Training	Fire Safety Awareness ⁴	H&S Induction
Adult Social Care	38	186	103
Borough Economy	53	148	51
Chief Executive	27	27	17
Childrens & Education	16	280	12
Finance	39	71	11
Housing	29	144	28
Law & Governance	43	73	12
Public Health	4	14	5
Regeneration & Growth	8	45	7
TOTAL 2023/2024 (YTD)	257	988	246
TOTAL 2022/2023	496	1276 (32%)	314

⁴ This statutory training must be completed annually by all employees

It is recognised that not everyone in the organisation has readily available access to a computer to complete the e-learning modules. However, hard copy versions are available to be completed manually/delivered face-2-face, in such circumstances.

Recommendation/Action/Key message:

- ***Leadership/Managers to ensure (via team meetings, 1:1 sessions/appraisals etc), that their staff have completed all the relevant statutory/compulsory corporate health and safety training (as identified in SMP's/training needs analysis/risk assessments, etc) at the required intervals.***

Appendix

The table below shows the figures for attendance / non-attendance at the core management training events delivered this period. Of the 16 employees who initially booked onto these events, 7 (44%) of those, either cancelled or did not attend on the day of the sessions.

The table also shows that there are directorates that have had little or no engagement with the corporate health & safety management training programme this period.

It is important that directors assure themselves that there are adequate numbers of managers/employees with the core key competencies required by legislation/corporate policy & procedures.

Q1 April 2023 - June 2023	H&S Responsibilities for Managers & Supervisors			Accident Reporting			Principles of Risk Assessment			H&S Briefing for Premise Managers			COSHH			Total attendee	% of those booked on
	Completed	Did not attend	Cancelled	Completed	Did not attend	Cancelled	Completed	Did not attend	Cancelled	Completed	Did not attend	Cancelled	Completed	Did not attend	Cancelled		
Adult Social Care	1	1	0	1	0	0	0	0	1	0	0	0	2	1	0	4	57.0%
Borough Economy	0	1	0	2	1	0	0	0	0	0	0	0	0	0	0	2	50.0%
Chief Executive	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0.0%
Childrens & Education	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0.0%
Finance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Housing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Public Health	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2	100.0%
Regeneration & Growth	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100.0%
Total number of delegates	3	2	0	4	1	0	0	0	2	0	0	0	2	2	0	9	
Total number of sessions	1			1			1			0			1				

Please note: Any additional information that may be required around training numbers, can be obtained from our LOD colleagues.

Budget and Corporate Scrutiny Management Board

5 October 2023

Subject:	Scrutiny Annual Report 2022 - 2023
Director:	Surjit Tour Director of Law and Governance and Monitoring Officer
Contact Officer:	Statutory Scrutiny Officer Suky Suthi-Nagra Suky_suthi-nagra@sandwell.gov.uk

1. Recommendations







- 1.1 That the Budget and Corporate Scrutiny Management Board considers and comments upon the draft Scrutiny Annual Report 2022 – 2023, attached;
- 1.2 that subject to 1.1 above, the Board submits the report to Council on 24 October 2023.

2. Reasons for Recommendations

In accordance with Article 6.03 (d) of the Council's Constitution, the Board is required to report annually to the Council on its work and that of the four other scrutiny boards.



3. How does this deliver objectives of the Corporate Plan?

		The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.
		
		

4. Context and Key Issues

- 4.1 The attached annual report outlines work undertaken by the Council’s scrutiny function in 2022 - 2023 and highlights a number of activities and outcomes that contributed towards the objectives of the Corporate Plan.
- 4.2 Scrutiny boards delivered the work programme using a variety of methodologies outlined in the report. Evidence was provided by a range of witnesses from the Council and partner organisations, and there was engagement with service users and providers.

5. Implications

Resources:	Any resource implications arising from scrutiny activity are considered as required by the appropriate Board and by the relevant director or cabinet member/cabinet when considering recommendations arising from scrutiny activity.
Legal and Governance:	<p>Scrutiny boards discharge the functions conferred by section 12 of the Local Government Act 2000 and the subsequent legislation.</p> <p>The report has been produced in accordance with Article 6.03 (d) of the Council’s Constitution, which states that the Board will report annually to the Council</p>



Risk:	Any implications arising from scrutiny activity are considered as required by the appropriate Board and by the relevant director or cabinet member/cabinet when considering recommendations arising from scrutiny activity.
Equality:	
Health and Wellbeing:	
Social Value	
Climate Change:	
Corporate Parenting:	

6. Appendices

Appendix 1 – Scrutiny Prioritisation Tool

Appendix 2 – Draft Scrutiny Annual Report 2022 - 2023

7. Background Papers

None



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Scrutiny Annual Report 2022-23

contents

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introduction

This report provides an insight into the work of Sandwell Council's five scrutiny boards over the 2022-23 municipal year.

The year was one of change, improvement and strengthening of not just scrutiny, but the entire governance arrangements as part of the Council's Improvement Plan. This saw reviews of key processes and procedures including the Scrutiny Procedure Rules, to build upon the scrutiny review that took place in 2019.

This work was carried out alongside the successful delivery of a programme of scrutiny activity covering in-depth reviews, pre-decision scrutiny and engagement with partners.

Overview and scrutiny remains a vital part of the Council's ongoing improvement journey, holding to account the decision makers and helping to identify where improvements can be made in policy and service delivery.



what is scrutiny?

Sandwell Council is run by councillors elected by residents. A small number of those councillors form the Cabinet (also referred to as the executive) which sets the direction, determines the priorities and takes the important decisions. The scrutiny function fulfils the statutory requirement to have a mechanism in place to hold decision makers to account by reviewing these important decisions to ensure that they are taken based on good evidence including the views of those with an interest in the matter and they are in the best interests of the people of Sandwell. Scrutiny also contributes to the council's policy and budget development process. The purpose of scrutiny is ultimately to improve the lives of local people through improved public services.

The Council has appointed a Scrutiny Management Board and four thematic boards to deliver the scrutiny function. Additionally, the Council establishes arrangements with Birmingham City Council for the joint scrutiny of matters affecting residents of both Sandwell and the West of Birmingham, under the footprint of the Sandwell and West Birmingham Hospitals NHS Trust. Each Board develops a work programme at the start of each municipal year to prioritise its work and ensure that there is sufficient focus on key issues affecting the Council and the people of Sandwell. Work programmes remain flexible however, to ensure that scrutiny has capacity to respond to any new issues.

The boards carry out scrutiny activity in a variety of ways including in-depth reviews, receiving reports and presentations on singular items/decisions, undertaking site visits, conducting surveys, reviewing existing national/local data, and hearing evidence from expert witnesses. Scrutiny boards also have 'Call-In' powers to scrutinise Cabinet decisions before they are implemented and can make recommendations to the Cabinet that it must consider before the decision can be actioned.



what is scrutiny?

There are many ways that Scrutiny has an impact and adds value.

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Makes comments and recommendations to decision makers based on evidence gathered.

Initiates 'the difficult conversation', inviting people into the same space to hold an open and transparent discussion.

Monitors and maintains oversight of issues that impact on residents and businesses of Sandwell.

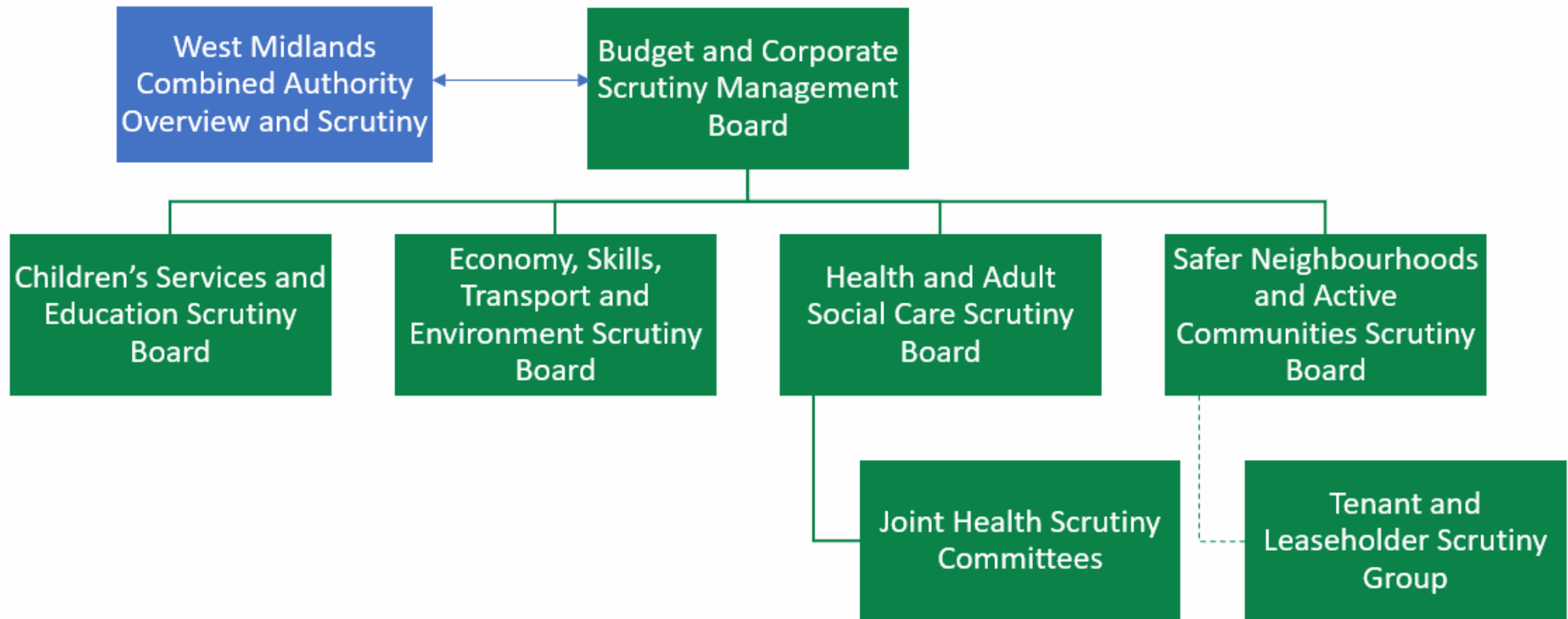
Questions the issues, barriers or blockages.

Helps to develop relationships between services and partners, public and officers.

Identifies good practice and shares this more widely.

structure

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Councillor Paul Moore
Chair: Budget and Corporate Scrutiny Management Board



Councillor Ellen Fenton
Chair: Safer Neighbourhoods and Active Communities Scrutiny Board



Councillor Karen Simms
Chair: Economy, Skills, Transport and Environment Scrutiny Board



Councillors Ann Shackleton and Nicki Hinchliff



Councillor Elaine Giles
Chair: Health and Adult Social Care Scrutiny Board



Chair: Children's Services and Education Scrutiny Board

This report illustrates the breadth and variety of issues considered by the various scrutiny boards in Sandwell, highlighting some specific pieces of work. Each board has looked to consider and challenge a number of key issues that are important to the Council, and residents.

Each year we consult the public and partners on what things scrutiny should look at

Sadly during 2022-23 Councillor Ann Shackleton, Chair of the Children's Services and Education Scrutiny Board, passed away. Her contributions made overview and scrutiny in Sandwell better and her dedication to Sandwell was exemplary. She will be missed by all involved in scrutiny in Sandwell.

Councillor Paul Moore
Chair - Budget and Corporate Scrutiny Management Board



activity overview

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39 meetings

4 in-depth
reviews



29 pre– decision
items

10 visits

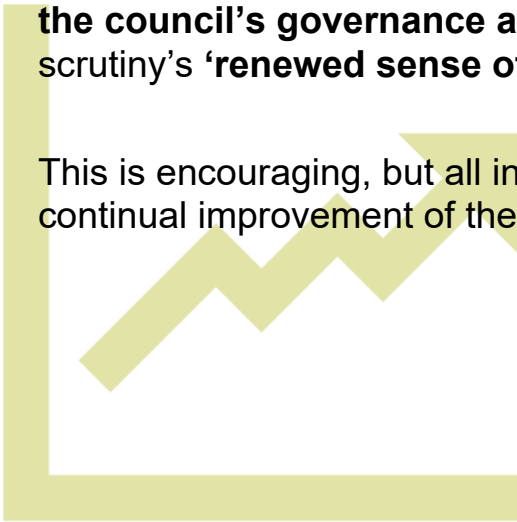


As part of the ongoing Improvement Plan work the Council has engaged external organisations to review various aspects of governance. The feedback in the latter part of the 2022-23 municipal year has been particularly positive and reflects the work undertaken to strengthen and drive forward the overview and scrutiny function.

Grant Thornton, the Council's external auditor said **'Overall, positive progress has been made to improve the culture and professionalism of key Council committees, with the scrutiny function making particular progress.'**

The Local Government Association commented that **'it is clear from the people we spoke to that this key strand of the council's governance arrangements [scrutiny] is going from strength to strength'**. And commented on scrutiny's **'renewed sense of energy and drive'**.

This is encouraging, but all involved with scrutiny in Sandwell are keen to continue this positive trajectory through continual improvement of the function.



constitutional update

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Throughout 2022/23 work to refresh the overview and scrutiny function was carried out, including a complete review of the **Scrutiny Procedure Rules**; the key part of the Constitution governing the function.

The review also included the development of supplementary guidance relating to the **Call-In** and **Councillor Call for Action** processes.

This review of the Scrutiny Procedure Rules involved benchmarking as well as reference to best practice and guidance from respected national organisations such as the Centre for Governance and Scrutiny.

These Procedure Rules will be kept under ongoing review to ensure that they continue to support an effective and efficient overview and scrutiny function.





All Overview and Scrutiny activity has to contribute to one or more of the objectives of the Corporate Plan. This covers six areas, all supported through a One Council, One Team ethos.

The following case studies highlight some of the work of the Scrutiny Boards throughout 2022/23. The case studies have been selected to share some of the different approaches that can be taken to deliver good quality scrutiny.

Of course, the scrutiny boards looked at a lot more than is covered in these case studies; at the end of this report you can find a full list of topics that were looked at during the 2022/23 municipal year. You can find further details, such as reports and minutes, on [the Council's modern.gov site](#).



Call-in of Decision on Brandhall Golf Course Options

In response to significant public interest, the Cabinet's decision to pursue the redevelopment of the former Brandhall Gold Course with a replacement primary school, a new public park and a residential development was called in for scrutiny. The Budget and Corporate Scrutiny Management Board held a special meeting to examine the information and processes used to formulate the decision and ensure that the decision had fully considered both the financial impact on the Council and the effect on the communities living and working in Old Warley, Langley and Bristnall Wards.

The Board referred the matter back to the Cabinet for review, based on concerns that the information utilised by Cabinet in reaching its decision might have been incomplete in relation to the availability of the Strategic Housing Land Availability Assessment, consideration of site options for the replacement primary school and the evaluation of public consultation results. Having considered a comprehensive report addressing the concerns raised by the scrutiny board, the Cabinet was satisfied that no further action was required and implemented its decision of 20 July 2022.

One Council, One Team



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Scrutiny Review—Customer Journey

The Budget and Corporate Scrutiny Management Board carried out a review on the customer journey. The review analysed the Council’s 2022 Resident’s Survey to better understand the public’s perception in relation to customer experience. In addition, site visits were undertaken to the One Stop Shop and the Council’s Corporate Contact Centre to better understand how the Council delivers customer service on a day-to-day basis.

The review highlighted the need for all Council departments to work collaboratively, ensuring that systems were in place so that the best possible outcome was available to service users, especially when considering the vast array of responsibilities that a local authority holds. The Board therefore made a number of recommendations to the Cabinet around staff training, standardised internal processes and corporate guidelines, procurement of new customer relations management software, consolidation of three existing contact centres, and further promotion of digital access to services. The Cabinet approved the recommendations and the Board continues to monitor progress on implementation. The Board’s recommendation regarding the reduction of response timescales was not approved due to a lack of resources required to implement it. However, the Cabinet undertook to review timescales at a later date.





Best start in life for children and young people



Early Help in Sandwell

The Children's Services and Education Scrutiny Board carried out scrutiny of the work of Early Help intervention across Sandwell. The Board understood that without an effective Early Help offer and effective multiagency support, children and families will not receive the right interventions, in the right place at the right time, which could lead to problems escalating and more expensive and intrusive statutory interventions being required.

The Board was able to understand how partnerships and multi-agency working continued to contribute to the support and intervention offered to Sandwell residents. The Board received case study examples of how Early Help was targeting and delivering for children and families in Sandwell.

The Board obtained assurances on what was working well and what ongoing challenges were being addressed. It was encouraging that the range of officers present demonstrated the joined up approach of the support and intervention provided.



People live well and age well

Scrutiny Review – Loneliness and Isolation

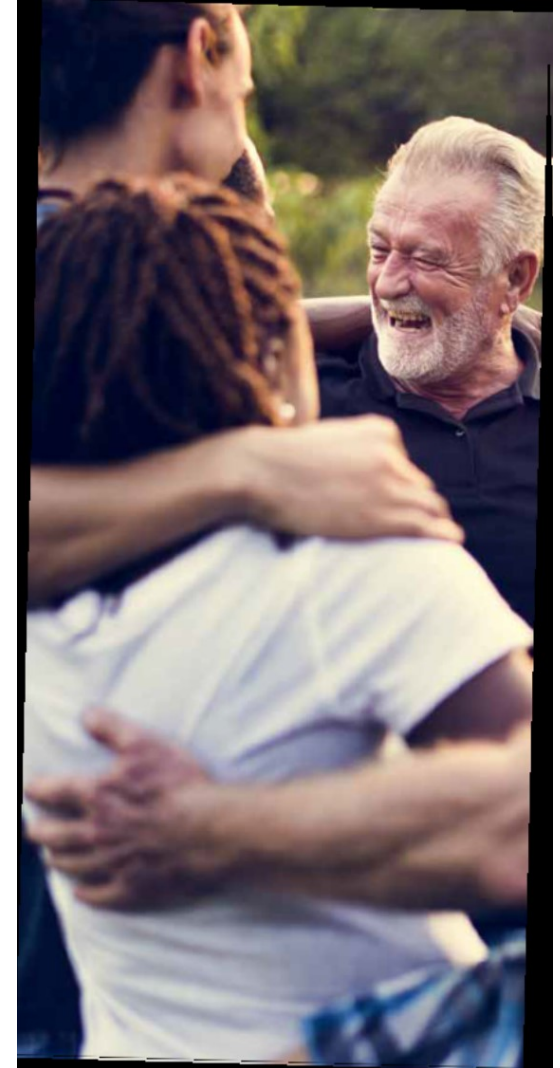
The Health and Adult Social Care Scrutiny Board commenced a review to establish the degree of loneliness and isolation in Sandwell. The Board has gathered evidence from a variety of sources including Public Health, the voluntary sector, Neighbourhood Partnership Teams, West Midlands Police and Fire services and the private sector. Data from the 2022 Sandwell Residents Survey, has also been a key evidence source for this piece of work. However, due to the array of evidence available and further analysis of the data from the Residents Survey required, the review has continued and will conclude in 2023/24.

Mental Health Transformation Plans

Following changes to NHS structures in July 2022, the Board also scrutinised the Black Country Healthcare NHS Foundation Trust's transformation plan, which sought to address variations in service provision and make best use of collective strengths to address inequalities. The Board is continuing to monitoring the implementation of the Plan, and mental health continues to be a priority on the Board's work programme.

Midland Metropolitan University Hospital

The Joint Health Overview and Scrutiny Committee with Birmingham City Council has maintained oversight of the development of the Midland Metropolitan University Hospital and the associated service reconfigurations and will continue to do so until the hospital opens in 2024.





Strong resilient communities

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Voluntary Sector Grants

The Safer Neighbourhoods and Active Communities Scrutiny Board considered the findings of a review carried out by the Director of Housing, which assessed all voluntary and community sector grants against their relevance to the Corporate Plan. The review had concluded that 91% of groups in receipt of grants added value to communities, however, there remained a need to identify savings whilst ensuring that communities are not negatively affected. The Board endorsed the

proposal to develop a more efficient funding process, with a digital management system that would enable online monitoring.

Cost of Living

The Safer Neighbourhoods and Active Communities Scrutiny Board engaged with a number of external stakeholders, including Sandwell Council of Voluntary Organisations (SCVO) and Sandwell Community Information and Participation Service (SCIPS) to build the wider picture of the impact of the Cost of Living Crisis on communities. A number of recommendations were made to strengthen the support available to residents, which the Board continues to monitor.

Homelessness and Rough Sleeper Strategy

The Board was consulted on the draft Delivery Plan that accompanies the Homelessness and Rough Sleeper Strategy. The Board was assured that individuals at risk of becoming homeless can access support in a variety of ways, at a variety of locations.





Quality homes in thriving neighbourhoods

Friar Park Urban Village Masterplan

The Economy, Skills, Transport and Environment Scrutiny Board carried out pre-decision scrutiny on proposals relating to a masterplan for the Friar Park Urban Village, which was a joint proposal by the Council and the West Midlands Combined Authority, and would be the largest housing development in Sandwell, with up to 630 new homes.

Members engaged with a range of services including Education, Public Health and the NHS to gain assurances that local services could accommodate increased demand. Members also heard from local community representatives. Members acknowledged the concerns of the local community and sought assurances that feedback from the public consultation had been incorporated into the Masterplan.

A number of recommendations were presented to the Cabinet in relation to the proposals which were incorporated into the final report, notably on affordable housing and air quality.



A strong and inclusive economy



Towns Fund

The Economy, Skills, Transport and Environment Scrutiny Board maintained oversight of the roll out of the £67m Towns Fund programme, to gain assurance that the programme was progressing in line with Government requirements and the agreed local assurance process.

Sandwell Development Plan

The Board also considered the draft Sandwell Development Plan, which forms part of the hierarchy of plans that directs and informs what is built and where. Following the dissolution of the sub-regional plan, Sandwell had to urgently review its own local plan. The Board will maintain oversight of the development of and consultation on Sandwell's Plan, which is expected to be adopted in late 2025/early 2026.





A connected and accessible Sandwell

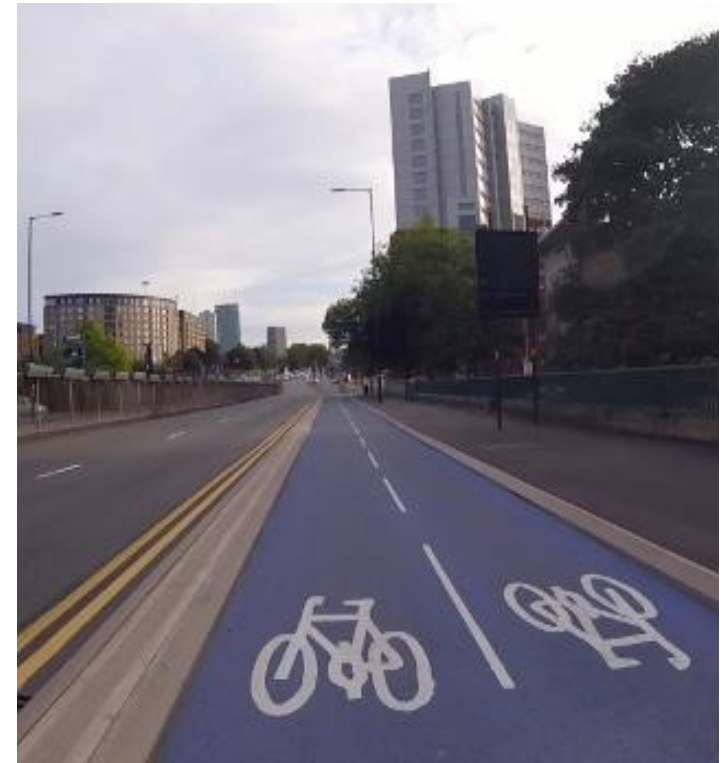
Black Country Cycling Infrastructure Plan

The Economy, Skills, Transport and Environment Scrutiny Board carried out pre– decision scrutiny on proposals relating to the Black Country Cycling Infrastructure Plan during the consultation phase of the plan to run alongside the wider West Midlands and the localised Sandwell scheme.

Members acknowledged that environmental groups, including the RSPB and the Wildlife Trust had been consulted on all routes through nature areas. It was further noted that 34% of residents within the Borough did not have access to a car and therefore regeneration opportunities such as this increase social mobility options.

The proposed routes had been developed in line with the Council's policy objectives, including regeneration corridors, areas of congestion and air quality improvement areas.

Further work was conducted throughout the municipal year in relation to **bus service improvement proposals** and the **West Bromwich E– Scooter trial**.



Scrutiny Visits



- Sandwell Transition Education Partnership Service (STEPS Centre)
- Sandwell Valley
- Midland Metropolitan University Hospital
- Sandwell Children's Trust
- Sandwell Council Contact Centre
- Edward Street Hospital
- The Westminster School

Scrutiny on a Page

Asset Management Investment Programme Energy Rebate Payments Update Adoption@Heart Annual Report 2021 Health and Wellbeing Health and Wellbeing Strategy Improvement Plan Progress Friar Park Urban Village Voids Property Review Pre & Post Dementia Diagnostic Support Sandwell Children's Trust Performance Update Call-in of Brandhall Options Appraisal Primary Care Update Black Country Cycling and Walking Infrastructure Plan Cost of Living Employee Engagement and Organisational Culture Better Mental Health Programme Scrutiny Review of Elective Home Education Response Sandwell Development Plan Medium-Term Financial Strategy West Midlands Ambulance Service – Development of Winter Plan SEND Transport Performance Update Housing Needs Assessment Sandwell Safeguarding Adults Board Sandwell Transition Education Partnership Service Review of Voluntary and Community Sector Grants Towns Funds Full Business Cases Adult Social Care Contributions Policy Consultation Budget Monitoring Impact of the Lockdown on Children and Families Performance Management Framework Council House New Builds Programme Re-development of Edward Street Hospital Scrutiny Review Working Group Report and Recommendations Bus Services Improvement Plan Tenant Engagement and Participation Impact on Registration Related Services Review of Social Isolation and Loneliness Early Help in Sandwell Housing Revenue Account 30 Year Business Plan West Bromwich E-Scooter Trial Zone Review Equality, Diversity and Inclusion Policy 2022 – Update Empty Property Strategy SHAPE Survey and Youth Summit Feedback and Future Youth Involvement in Scrutiny Mental Health Transformation Plans Resident Engagement Customer Journey Scrutiny Review Sandwell Aquatic Centre Launch Plan Education investment Area and Priority Investment Area Developments Friar Park Masterplan Draft Housing Strategy Performance Framework

Report to Budget and Corporate Scrutiny Management Board

5 October 2023

Subject:	Tracking and Monitoring of Scrutiny Recommendations
Director:	Law and Governance Surjit Tour Surjit_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi – Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the responses on recommendations referred since the Board's last meeting.
- 1.2 That the Board notes the progress on implementation recommendations made.
- 1.3 That the Board determines what action it wishes to take where progress is unsatisfactory.
- 1.4 That the Board determines which actions/recommendations no longer require monitoring.



2 Reasons for Recommendations

- 2.1 To facilitate the effective monitoring of progress on responses to and press with implementation of recommendations made by the Board and identify where further action is required.
- 2.2 Effective monitoring of recommendations facilitates the evaluation of the impact of the scrutiny function overall.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	<p>The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.</p> <p>Effective monitoring of recommendations made supports this and allows scrutiny to evaluate its impact.</p>
	People live well and age well	
	Strong resilient communities	
	Quality homes in thriving neighbourhoods	
	A strong and inclusive economy	
	A connected and accessible Sandwell	

4 Context and Key Issues

- 4.1 The attached Appendix details the responses to actions identified and/or recommendations made by the scrutiny function and progress on the implementation of those previously approved.



5 Implications

<p>Resources:</p>	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific resources implications for the Board's attention are detailed in the Appendix.</p>
<p>Legal and Governance:</p>	<p>The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.</p> <p>The Local Government and Public Involvement in Health Act 2007 places a duty on the Executive to respond to Scrutiny recommendations within two months of receiving them.</p> <p>NHS service commissioners and providers have a duty to respond in writing to a report or recommendation where health scrutiny requests this, within 28 days of the request. This applies to requests from individual health scrutiny committees or sub-committees, from local authorities and from joint health scrutiny committees or sub-committees.</p>
<p>Risk:</p>	<p>Any risk implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific risk implications for the Board's attention are detailed in the Appendix.</p>
<p>Equality:</p>	<p>Any equality implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific equality implications for the Board's attention are detailed in the Appendix.</p>



Health and Wellbeing:	<p>Any health and wellbeing implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.</p>
Social Value:	<p>Any social value implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific social value implications for the Board's attention are detailed in the Appendix.</p>
Climate Change:	<p>Any climate change implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific climate change implications for the Board's attention are detailed in the Appendix.</p>
Corporate Parenting	<p>Any corporate parenting implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific corporate parenting implications for the Board's attention are detailed in the Appendix.</p>

6 Appendices

Appendix – Budget and Corporate Scrutiny Management Board Action Tracker

7. Background Papers

None.



Tracking and Monitoring of Actions and Recommendations of Scrutiny Boards

Scrutiny Board Date	Agenda Item Title	Action/Recommendation	Responsible Director /Body	Activity Log
Budget and Corporate Scrutiny Management Board				
1 March 2023	Quarter 3 Budget Monitoring	Submit a report to Cabinet recommending:	Surjit Tour	Approved at Cabinet on 12 July 2023
		1.1 that Directors review and update any pages they hold on the Council's website, in particular, the webpage where the Council have facilities/offices to rent.	All Directors	
		1.2 the introduction of additional financial controls on general spend, in particular, matters relating to recruitment and day to day spend where necessary.	Simone Hines Cllr Piper	
		1.3 to explore the feasibility of providing in house care for young people in care, SEND placements and	Simone Hines, Michael Jarrett, Rashpal Bishop Cabinet Members	

		adult social care placements.		
29 March 2023	Improvement Plan	1) A summary and chronology of events explaining where the Council is currently with regards to the proposed development on Lion Farm, and how it reached the Expert Determination process, be circulated to the Board.	Tony McGovern	A written response in relation to the Expert Determination Process will be circulated once the ED process has been fully concluded.

		<p>2) That a further report in relation to recruitment of the Children to Adults Transition Project Officer role be submitted to a future meeting of the Board.</p>	<p>Michael Jarrett/Rashpal Bishop</p>	<p><i>Previous update</i> <i>Initial meeting went ahead in December. PID reviewed and amendments being captured. Agreement reached to engage with key external stakeholders. The Trust's sign-off process incorporated into the Project Governance Structure. The project manager appointment was delayed and the post re-advertised. Closing date 6 Jan.</i></p> <p>Current position The re-advertisement of the project manager post was unsuccessful, the post is due to be advertised again shortly. To ensure no further delays, resource from within the business has been identified to progress actions identified in the PID.</p> <p>Regular monthly meetings have been diarised with key stakeholders, PID and TOR have been revised and signed off. Remit of the first stage business mapping has been agreed, draft scope and comm's will be presented at the April meeting with the aim to undertake first stage business mapping in May.</p>
29 June 2023	Customer Journey Review	<p>(1) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Cabinet Member for Finance and</p>		<p>Commitments remain in draft form whilst engagement is ongoing as these may be updated further following feedback from residents. Delays in engagement as outlined in AP Point 3. Further work ongoing</p>

		<p>Resources and Cabinet Member for Adult Social Care, be authorised to agree a customer care standards/charter, and staff responsibilities in relation to those standards to ensure;</p> <ul style="list-style-type: none"> a) that “back-office” staff take ownership and accountability of customer requests received via Contact Centre Agents; b) a standard approach is taken to making officer contact numbers available on Outlook and to customers to prevent additional calls being made to the Contact Centre; c) a standard approach to the complaints process and deadlines for responding to complaints are clear and accessible across all Council services; d) that key contacts are identified within each service area to aid Customer Service Agents in their enquiries; 		<ul style="list-style-type: none"> a) Key Service area links are in place for all calls taken by the contact centre. Ongoing development continues and proposed training will feature heavily on this areas. b) Email issued to all ADs and Directors instructing a reminder be sent to all Officers.. c) Complaints process is in place and detailed on the Council Website. Ongoing monitoring of the Complaints SLA target is in place. Complaints Training is currently being rolled out and will include a reminder of all processes and timescales d) Named Officers in each Service Area are identified and meetings are taking place on a regular basis. e) Work is ongoing within the Technology Workstream of the CJ Board to provide automated updates where possible
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		<p>e) that residents are regularly updated and informed about the current process of their request/query.</p>		
		<p>(2) that the Director of Regeneration and Growth/Assistant Chief Executive be authorised to commission/develop a customer training package that incorporates the following topics:-</p> <p>a) The completeness of response letters b) Methods to manage customer expectations and awareness around the Council's remit and responsibilities.</p>		<p>Research undertaken and discussions held. Awaiting feedback on potential costs prior to discussions taking place with procurement. Specification to be drafted. Response letters are also covered in Complaints training as per 1.1c. Identified individuals in each Directorate to input into specification and agree requirements.</p>
		<p>(3) that the Director of Regeneration and Growth/Assistant Chief Executive ensure that all members of staff undertake training around customer care standards as identified in (2) and that</p>		<p>As per 1.2 above. Training being considered will also look at including a coaching programme for supervisors/management staff. Discussions will be undertaken with HR re inclusion in Appraisal process</p>

		staff performance against these standards be incorporated within the appraisal process;		
		(4) that mandatory corporate customer service training be included as part of the induction process for all staff;		As above. As part of the proposed training an online offer will also be procured which all staff will be expected to complete, and which will be included in inductions.
		(5) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Director of Finance, investigate options for procuring a single joint Customer Relations System across the Council;		SOCITM currently engaged to undertake independent options appraisal on existing and potential CRM systems, reporting back to CJ Board. There are linked dependencies within this action which will impact timescales.
		(6) that the Director for Director of Regeneration and Growth/Assistant Chief Executive considers the introduction of automated feedback surveys and that regular feedback on Council		Automated feedback surveys are already in use across various service areas. Procurement of the new Telephony system will allow greater opportunities for this. CJ Board have also identified gaps and have provided approval and funding for new technology, eg tablets within the OSS

		enquires/complaints are analysed and shared with Directorates;		
		(7) That the Director for Director of Regeneration and Growth/Assistant Chief Executive introduces corporate guidelines in relation to the use of Council contact numbers to ensure that all officers are contactable and that contact details are updated regularly;		Initial reminder to all staff as per 1.1b.
		(8) that the Director of Regeneration and Growth/Assistant Chief Executive considers the feasibility of amalgamating the current three contact centres (Corporate Contact Centre, Revenues and Benefits Contact Centre and Adult Social Care Care) into a single contact centre number with staff specialising in various areas;		Initial Options appraisal undertaken and report presented to CJ Board and Leadership Team. Agreement to pause the work to allow for the detailed process mapping to take place to better inform the decision. Work is ongoing to look at the single number and will be further considered with the implementation of the new telephony system.

		<p>(9) that the Director of Regeneration and Growth/Assistant Chief Executive, as part of the refresh of the Council's website, ensures the Council continues to promote the use of Sandwell Digital First and the Council's website as the first point for accessing information and raising an issue/request;</p>		<p>Work ongoing within the Digital Workstream of the CJ Board to ensure promotion of all digital channels. OSS and Community Hubs are supporting people to set up My Sandwell accounts if desired. Financial year 22/23 and current stats for this year show that digital is now the main contact channel. This will continue to be monitored.</p>
		<p>(10) that as part of the customer journey review being undertaken, the Director of Regeneration and Growth/Assistant Chief Executive reviews current timescales for responding to enquiries and consider a reduction, wherever possible, including member enquiries being reduced from 10 working days to 3-5 days.</p>		<p>This recommendation was NOT approved by Cabinet on 12 July 2023. A lack of resources meant that the request could not be feasibly met. However, officers would review the request at a later date:</p> <p>An existing wider piece of work is on-going with Members around the Councillor Portal. This work will look at the response time and any agreed standards, and ensure that this is considered as part of the wider remit of that work.</p>
27 July 2023	Sickness Absence	Make a recommendation to Cabinet:		Recommendation to be received by Cabinet in October 2023.

	Outturn 2022-23	That the Head of Human Resources, in consultation with the Deputy Leader and Cabinet Member for Finance and resources, provide a further report to the Budget and Corporate Scrutiny Management Board considering the feasibility of introducing bonuses and/or incentives to improve staff attendance.		
		That a briefing note, in relation to the impact of long-COVID on the Council's workforce, be circulated to the Board.	Victoria Lee	Briefing note requested. Note will be circulated once ready.
	Customer Journey Progress update	That, in relation to customer service training, extra attention be given to the intricacies of cultural differences, especially regarding body language.		This will be included with any Customer Service training moving forward – officers will ensure that it is included in the Spec. At the moment, officers are exploring what training options are out there. A procurement exercise will then be required to appoint an organisation to deliver the training.
	Centre for Governance and Scrutiny – The use of call-in: guidance for English Authorities	That the Governance and Constitution Review Committee be recommended to consider and recommend to Council the expansion of the use of call-in to all executive decisions.		Governance and Constitution Committee meeting arranged to consider the request on 21 September 2023.

Report to Budget and Corporate Scrutiny Management Board

5 October 2023

Subject:	Cabinet Forward Plan and Board Work Programme
Director:	Law and Governance Surjit Tour Surjir_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi- Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the Cabinet Forward Plan (Appendix 1), which sets out the matters programmed to be considered by the Cabinet;
- 1.2 that the Board notes its work programme (Appendix 2), which sets out matters to be considered by the Board in 2023/24;
- 1.3 that, the Board considers whether any changes or additions are required to its work programme and in doing so, has regard to the Prioritisation Tool (Appendix 3).



2 Reasons for Recommendations

- 2.1 A strong and effective work programme underpins the work and approach of Scrutiny.
- 2.2 It is good practice for work programmes to remain fluid, to allow for scrutiny of new and emerging issues in a timely manner.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.
	People live well and age well	
	Strong resilient communities	
	Quality homes in thriving neighbourhoods	
	A strong and inclusive economy	
	A connected and accessible Sandwell	

4 Context and Key Issues

- 4.1 Scrutiny is a member led and driven function, driven by members' commitment to improve services and thereby people's lives.
- 4.2 An annual work programming event, involving chief officers, executive members and key partners, was held in June 2023 and all boards approved their work programmes for 2023/24 at their first meeting of the municipal year.



- 4.3 Boards have responsibility for their own work programmes, and it is good practice to keep them under review, to allow for new and emerging issues to be scrutinised in a timely manner.
- 4.4 Scrutiny Procedure Rules allow any member of the Council to request that an item is added to a scrutiny board's work programme, subject to certain provisions.
- 4.5 Before including an item on its work programme the Board must have regard to the Prioritisation Tool attached at Appendix 3, to ensure that the scrutiny activity will add value and work programmes are manageable.

5 Implications

Resources:	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific resource implications for the Board's attention are detailed in the Appendix.</p>
Legal and Governance:	<p>The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.</p> <p>The Local Government and Public Involvement in Health Act 2007 places a duty on the Executive to respond to Scrutiny recommendations within two months of receiving them.</p> <p>NHS service commissioners and providers have a duty to respond in writing to a report or recommendation where health scrutiny requests this, within 28 days of the request. This applies to requests from individual health scrutiny committees or sub-committees, from local authorities and from joint health scrutiny committees or sub-committees.</p>
Risk:	<p>Any risk implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p>



	Any specific risk implications for the Board's attention are detailed in the Appendix.
Equality:	Any equality implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific equality implications for the Board's attention are detailed in the Appendix.
Health and Wellbeing:	Any health and wellbeing implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.
Social Value:	Any social value implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific social value implications for the Board's attention are detailed in the Appendix.
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Corporate Parenting:	Any corporate parenting implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific corporate parenting implications for the Board's attention are detailed in the Appendix.

6 Appendices

- Appendix 1 – Cabinet Forward Plan
- Appendix 2 – Board Work Programme
- Appendix 3 – Prioritisation Tool

7. Background Papers



None.

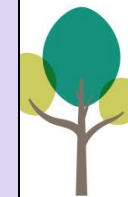


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The following items set out key decisions to be taken by the Executive:-



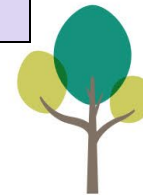
	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
17	<p>Endorsement of the Tackling Poverty Plan To endorse the partnership-led plan to address poverty in Sandwell, following its launch at the Cost of Living Summit in October 23</p> <p>Contact Officer: Jane Alexander/ Heather Chinner</p> <p>Director: Shokat Lal, Chief Executive</p>	<p>Cabinet – Leader of the Council (Cllr Carmichael)</p>	Public	15 November 2023	7 December – SNAC	Tackling Poverty Plan



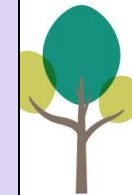
Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
42 Council Tax Base 2024/25 Contact Officer: Ian Dunn Director: Brendan Arnold	Cabinet – Finance & Resources (Cllr Piper)	Public	17 January 2023		Council Tax Base Report
46 Local Council Tax Reduction Scheme 2024/25 Contact Officer: Ian Dunn Director: Brendan Arnold	Cabinet – Finance & Resources (Cllr Piper)	Public	7 February 2023		Local Council Tax Reduction Policy



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
22	<p>School’s Model Pay Policy 2023-24 and Unattached Teachers’ Pay Policy 2022/23</p> <p>Contact Officer: Darron Evans</p> <p>Director: Michael Jarrett, Director of Children and Education / Simone Hines, Director of Finance</p>	<p>Cabinet – Children, Young People and Education (Cllr Hackett)</p>		<p>15 November 2023</p>		<p>Report</p> <p>School’s Model Pay Policy 2023-24</p> <p>Unattached Teachers’ Pay Policy 2022/23</p>



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
27	<p>HRA Capital Investment Procurement Strategy Procurement Strategy for HRA related Capital and Revenue contracts. Approval required for extension of contracts.</p> <p>Contact Officers: Phil Deery/Chris Hall</p> <p>Director: Gillian Douglas – Director of Housing</p>	<p>Cabinet – Housing and Building Environment (Cllr Rollins)</p>	Public	15 November 2023		Report Risk Register



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
35	<p>Q2 Budget Monitoring 2023/24 Cabinet to note the current financial position and refer to Scrutiny</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Simone Hines</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>6 December 2023</p>	<p>Post -04/01/24</p>	<p>Appendices</p>



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
44	<p>Q3 Budget Monitoring 2023/24 Cabinet to note the current financial position and refer to Scrutiny</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Simone Hines – Director of Finance</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>7 February 2024</p>	<p>Post TBC</p>	<p>Appendices</p>



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
45	<p>Revenues and Benefits Policy Framework 2024/25</p> <p>Contact Officer: Ian Dunn</p> <p>Director: Brendan Arnold</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>7 February 2024</p>		



Scrutiny Board Work Programme 2023/24

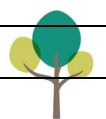
Budget and Corporate Scrutiny Management Board

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Standing Items:-

- Tracking and Monitoring of Recommendations to the Executive
- Work Programme (including Cabinet Forward Plan)

Meeting Date	Item	Presented by
11 July 2023	Customer journey Review Report	Suky Suthi- Nagra
	Oracle Fusion Report	Simone Hines
	Budget and Corporate Scrutiny Management Board Work Programme 23/ 24	Suky Suthi- Nagra
	Financial Outturn 2023	Simone Hines
27 July 2023	Customer Journey Progress Update	Helen Green
	Managing Attendance and Sickness Absence	Victoria Lee
	CfGS Call- in Guidance	Elaine Newsome
	Approval of 2023/ 24 Municipal Year Work Programme	Democratic Services
28 September 2023	Q1 Budget Monitoring	Brendan Arnold
	Improvement Plan - Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Section 106 Spotlight Session Outcome	Democratic Services
5 October 2023	Q1 Corporate Plan – Progress Report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
	Scrutiny Annual Report	Alex Goddard/ Democratic Services



	Lion Farm Update (Private Item)	Tony McGovern/ Surjit Tour
2 November 2023	Provisional Budget Proposal	Brendan Arnold
	Oracle Fusion Update	Victoria Lee/ Laura Maitland (laura.maitland@socitmadvisory.co.uk)
	Cashless Strategy	Ian Dunn
30 November 2023	Improvement Plan Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	WMCA Devolution Deal	Laura Shoaf/ Ed Cox (WMCA)
4 January 2024	Q2 Budget Monitoring	Brendan Arnold
	Q2 Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
1 February 2024	Q2 – Corporate Plan progress report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
20 March 2024	Improvement Plan – Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Midland Metro Hospital Update (Registrar Officer Demand)	Mark Satchwell

To be Scheduled

Development of Transformation Strategy – Director of Finance/ Ass. CEO

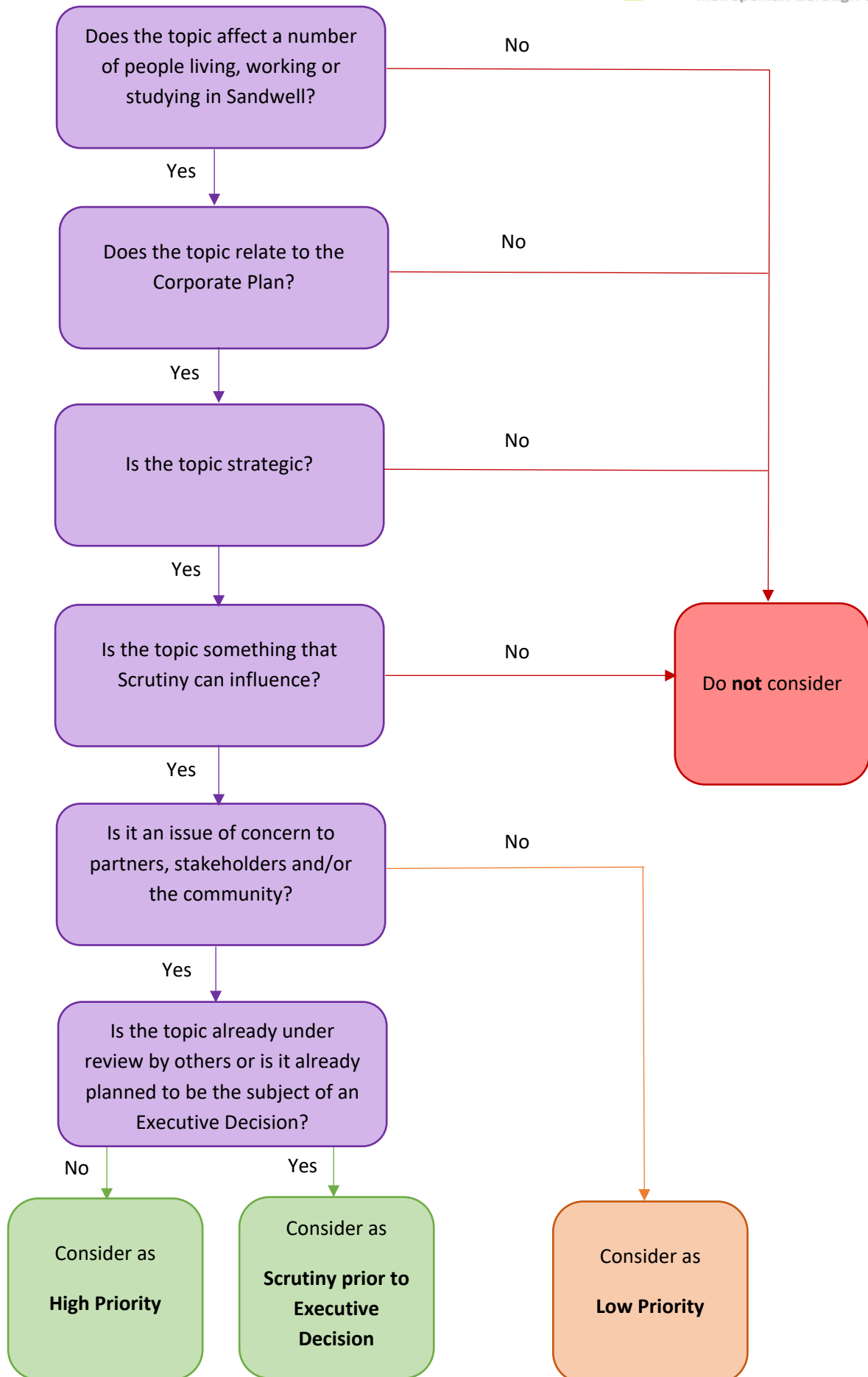
Medium Term Financial Strategy – Director of Finance

Digital Transformation (Customer Journey/ Accessibility for residents) – Helen Green (Routine Updates)

Scrutiny Review:

- Voluntary Sector Support and Grant Funding





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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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