

Headlines

| Strategic Outcome | 2021 We Wills | 2023 We Wills |
|---------------------------------|---------------|---------------|
| Best Start | 17 | 12 |
| Live Well Age Well | 20 | 21 |
| Strong Resilient Communities | 21 | 20 |
| Quality Homes | 20 | 17 |
| Strong Inclusive Economy | 22 | 11 |
| Connected & Accessible | 18 | 8 |
| One Council One Team | 27 | 18 |
| TOTAL | 145 | 107 |

The Best Start in Life for Children and Young People

| | Reference No. | We Will | PMF Measures |
|------------------|--|--|--|
| First 1000 Days | B1 | We will promote the importance of communication and language to parents, and we will provide earlier support to children who need it. | Percentage of children achieving a Good Level of Development in the Early Years Foundation Stage |
| | B2 | We will seek additional support for social mobility projects that address early language, with an intention to increase aspiration and ability. | |
| Ready for School | B3 | We will provide enough good school places that offer families choice and confidence that their children can experience high quality education and achieve good outcomes. | % of 1st, 2nd or 3rd preference for state school place Primary (Reception) % of 1st, 2nd or 3rd preference for state school place (Secondary) % of Schools 'Good' or 'Outstanding' OFSTED rating Nursery % of Schools 'Good' or 'Outstanding' OFSTED rating Primary % of Schools 'Good' or 'Outstanding' OFSTED rating Secondary % of Schools 'Good' or 'Outstanding' OFSTED rating Special and alternative provision |
| | B4 | We will work with our partners, and the wider community, to support schools to improve attendance and reduce persistent absence | % Attendance: Primary % Attendance: Secondary % of pupils with persistent absence (10% or more sessions missed): Primary % of pupils with persistent absence (> 10% absence): Secondary % of pupils severely absent (50% or more sessions missed) Primary % of pupils severely absent (50% or more sessions missed) Secondary |
| | B5 | We will work with schools and other learning providers to improve educational outcomes for children and young people. | Key Stage 4: Attainment 8 - Reduce the Points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally % gap between LA disadvantaged and not disadvantaged pupils nationally at KS2, achieving the expected standard in reading, writing and maths |
| | B6 | We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives. | Rate of Children on a Child Protection Plan per 10,000 CYP population % children becoming subject of a CP Plan for the second or subsequent time (within two years) % Care leavers that are NEET % of 16s and 17s not in employment, education or training (NEET) |
| | B7 | We will be a council that understands the impact of adverse childhood experiences and trauma, with a workforce that provides services with compassion and understanding. | a 5-7% point reduction on the reported numbers of CYP experiencing emotional health and well-being challenges |
| | B8 | We will work with Sandwell Children's Trust to improve the quality of children's social care. | Vacancy rate of social workers % of practice reviews and practice observations rated as good or outstanding Financial performance against budget SCT Ofsted rating |
| | B9 | 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. | |
| | B10 | We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need. | |
| | B11 | 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 | % EHCP 20 week completion rate, including exceptions % of EHC annual reviews completion rate |
| | B12 | We will ensure that emotional health and wellbeing support is in place for children and young people. | Early Help - Number of Allocated Lead Professionals by Organisation Early Help - Referrals to Social Care with no evidence of Multi-Agency Early Help in the prior 12 months Early Help - Number of Step Downs to Multi-Agency Early Help that do not return to Social Care within 12 months Early Help - Number of Children/Young People receiving intervention |
| | Children & Young People that need more support | | |

People Live Well and Age Well

| Heading | Reference No. | We Will | PMF Measures |
|----------------------|---------------|--|--|
| Rebuilding | L1 | We will identify and tackle health inequalities (especially those which have been widened by the Covid pandemic), including inequalities emerging across vulnerable groups | Proportion of households in fuel poverty Engagement of faith sector in Public Health work Healthy pregnancy programme The use of the Sandwell Language Network to support learning English and Health literacy. The targeting of the health checks at those most in need The release of the Healthy Aging App - directed at providing information in multiple languages Universal Healthy Start Vitamins |
| | L2 | We will invest in the community, voluntary and faith sector through grants, upskilling and co-development. | Number of grants provided concerning Vision 2030, Better Mental Health and Healthy Lifestyles |
| | L3 | We will continue to prepare for emerging Health Protection risks and support uptake of all vaccination programmes to protect our population. | We will continue to push for improved vaccine take up, childhood vaccines, flu season and COVID boosters |
| | L4 | We will work with our partners, including the community and voluntary sector, to reduce social isolation and ensure people are connected within their local communities and beyond. | ASCOF 5A (formerly 11) the proportion of people who use services who reported that they had as much social contact as they would like (data source: ASCS) LGBTQ+ needs assessment and Challenge fund to support outcomes. Inclusive cycling programme |
| Healthy Lives | L5 | We recognise our responsibility to continue to invest in our community to promote wellbeing and help people live healthy lives. We will increase the role of local people in initiating, designing and delivering health improvement initiatives. | Investment and support of community mental health programmes (including pre-and post-natal support groups; a parenting programme; an anti-bullying campaign) Grants to the SCVO around child wellbeing, Grants for child wellbeing for special school mental health and wellbeing. LGBTQ Challenge fund to support outcomes. |
| | L6 | We will develop a strength-based approach to further develop a Stronger Sandwell, by working with our public-sector partners and voluntary and community organisations. | Towns based awareness of Public Health offer/ Stronger Sandwell. |
| | L7 | We will support people to get accessible information and advice about their health, care and support and how they can be as well as possible – physically, mentally and emotionally. | Sandwell Stride programme (volunteer-led walking scheme) and digital app-based walking offer |
| | L8 | We will continue to support access to food through food banks and opportunities for children in school holidays. | Greenspace utilisation (physical activity in parks and open spaces) |
| | L9 | We will ensure that we have sufficient mental health provision and we will promote good mental health through a range of initiatives, ensuring equitable access to mental health support. | |
| | L10 | We will contribute to better air quality and climate change through raising public awareness, increasing active travel and supporting organisations to reduce carbon emissions. | Number of sites that are non-compliant with the national NO2 air quality objective (open data) |
| | L11 | We will ensure continued investment into health and wellbeing services including drugs and alcohol, adult obesity and smoking cessation. | C19d - Deaths from drug misuse Hospital admissions due to substance misuse (15-24 years) C18 - Smoking Prevalence in adults (18+) - current smokers (APS) C21 - Admission episodes for alcohol-related conditions (Narrow): New method. |
| | L12 | We will support more people to achieve healthier life choices and be informed around their health through; delivering Making Every Contact Count, Health Checks, the Healthy aging app and access to health interventions through Healthy Sandwell and social prescribing support. | Update of health checks for 2023/2024 for those eligible. |
| | L13 | We will encourage more people to be healthy through being physically active and eating good nutrition. Through #movemoresandwell, School meal review and weight management support. | Numbers of people physically active in Sandwell Childhood obesity Smoking cessation uptake Smoking at time of delivery |

| | | | |
|---|-----|--|--|
| Choice and Independence | L14 | We will actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We will tailor the care, support and treatment in response. | ASCOF 3A (formerly 1B) the proportion of people who use services who report having control over their daily life (data source: ASCS) 1D (formerly 3A) overall satisfaction of people who use services with their care and support (data source: ASCS) 1E (formerly 3B) overall satisfaction of carers with social services (for them and for the person they care for) (data source: SACE) |
| | L15 | We will promote access to employment opportunities for people with learning disabilities and those with mental ill health. | |
| | L16 | We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice. | |
| | L17 | We work with people to understand what being safe means to them and work with our partners to develop the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We will make sure we share concerns quickly and appropriately. | ASCOF 4A (formerly 4A) the proportion of people who use services who feel safe (data source: ASCS) 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 (data source: Safeguarding Adult Collection) |
| | L18 | We will support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support. | 2D (formerly 2B) the proportion of older people (65 and over) who were still at home 91 days after discharge from hospital (data source: CLD) 2E (formerly 1G) the proportion of people who receive long-term support who are enabled to live in their home or with family (split by age: aged 18 to 64; aged 65+) (data source: CLD) |
| | L19 | We will understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We will share information and learning with partners and collaborate for improvement. | |
| | L20 | We will ensure that all carers in Sandwell are offered support in a timely way and that they have access to the information, guidance and advice that they need. | 3B (formerly 3C) the proportion of carers who reported that they have been involved in discussions about the person they care for (data source: SACE) 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 (data source: SACE and ASCS) |
| Joined up Health and Social Care | L21 | We will develop a comprehensive Workforce Strategy - one that incorporates recruitment and retention, whilst also assessing joint health and social care roles. | 6A the proportion of staff in the formal care workforce leaving their role in the past 12 months (data source: Adult Social Care Workforce Data Set (ASC-WDS)) 6B the percentage of adult social care providers rated good or outstanding by the Care Quality Commission (data source: CQC Directory) |

Strong Resilient Communities

| Heading | Reference No. | We Will | PMF Measures |
|-------------------|---------------|--|---|
| Vibrant Community | C1 | We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan. | |
| | C2 | We will deliver the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal Funding. | West Bromwich Town Centre Investment Plan delivered (target 2026) Smethwick Town Centre Investment Plan delivered (target 2026) Rowley Regis Town Centre Investment Plan delivered (target 2026) |
| | C3 | Through working with the SHAPE Forum, we will make sure that our towns become welcoming places for young people and that they have jobs, activities and facilities to give them a part in the local community. | |
| | C4 | We will put the needs of our residents at the heart of what we do, establishing processes to engage with them to ensure that our residents guide and influence our services. | |
| | C5 | We will strive to maintain Green Flag status in 14 parks, whilst also working to enhance our existing green and open spaces, create new places to play and committing to plant 10,000 trees by 2030. | -The number of Friends Groups working in Partnership with The Council -Green Space Published Programme of Works Achieved -Britannia Park Town's Fund Project Completed -West Smethwick Park NLHF Project Completed -Black Patch Park Levelling Up Fund Project Completed |
| | C6 | We will support our residents to cope with the current cost of living crisis and address the long term underlying causes of poverty. | |
| Culture | C7 | We will develop and deliver a libraries strategy that works together with the community. We will start to roll out the Open+ model which represents a different way of working for public libraries. | The number of library visits in person -The number of Meaningful gifting of Booktrust packs -The number / % of library visits made by under 16s -1,000 activities delivered in libraries by year end -Meaningful gifting of Bookstart packs provided to 95% of eligible children -The number of community activities & events held in libraries -The number of PC sessions held in libraries -% of visitors satisfied or very satisfied with the quality of their visit to a library |
| | C8 | We will work the community and local stakeholders to develop a legacy plan that maximises the benefits of the Commonwealth Games Sandwell Aquatic Centre. | |
| | C9 | We will showcase local, regional, national and international talent in an engaging and inspiring programme of events. | |
| | C10 | We will explore and develop a Sandwell Valley phased investment programme over the next five years- towards the Valley becoming a key Visitor and Destination Gateway into Sandwell. | Forge Mill Farm Education Visits (students) -Events Attendance / Participation -Forge Mill Farm Centre of Excellence - Play and Learning Barn Completed -Sandwell Valley Urban Bike Track Completed -Enabled funding target through Friends Groups -Visitor Services and Events Mystery Shopper Scores |
| Green | C11 | We will work with partners to deliver initiatives that will help us to achieve our climate change strategy and the target of being a carbon neutral borough by 2041. | |
| | C12 | We will embed climate change considerations into our decision making to enable us to become a carbon neutral council by 2030. | |
| | C13 | We will review our corporate fleet, so that they are low carbon and compatible with our climate change strategy for 2030. Working with our partners, we will make refuse collection and street cleansing greener with the rollout of electric street cleansing vehicles and participation in pilot projects to test other green vehicles. | |
| Clean | C14 | We will improve and transform our street cleansing programmes post Covid. | N195 - Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting). |
| | C15 | We will increase recycling rates and encourage cultural change. | |
| Safe | C16 | Sandwell's Community Safety Strategy will be reviewed and priorities will include ongoing work around prevention of violence and exploitation, reducing offending, reoffending and serious organised crime and supporting victims. We will implement our Domestic Abuse strategy in line with the requirements of the Domestic Abuse Act 2021. | Total recorded crime in Sandwell Number of Domestic Abuse incidents in Sandwell reported to police The number of cases referred to MARAC |
| | C17 | We will continue to work with partners and agencies to ensure that there is a joined up and effective approach to hate crime. | |
| | C18 | We will strengthen our approach and raise awareness across partner agencies, businesses and communities, to address modern slavery and work collaboratively to target perpetrators and support victims. | |
| | C19 | We will strengthen our multi-agency tasking processes for community safety and take steps to foster resilience, shared understanding, support networks and cross-community working | |
| | C20 | We will deliver more responsive, robust and co-ordinated and integrated enforcement service across the council. | |

Quality Homes in Thriving Neighbourhoods

| Heading | Reference No. | We Will | PMF Measures |
|--|---------------|--|--|
| A Home for Everyone | H1 | We will deliver much needed new homes across the borough, especially affordable homes, on our own land and other viable sites in order to help meet the demand for affordable housing in our communities | Number of new homes built each year Number of new council homes built p.a. Number of affordable homes delivered p.a through the HRA Number of affordable homes delivered p.a via private developers |
| | H2 | We will help keyworkers to access affordable housing in order that Sandwell can attract and retain a strong local health and social care workforce for the benefit of our communities. | |
| | H3 | We will help to keep people independent in their own homes for as long as possible through use of the Disabled Facilities Grants and adapting council homes for tenants with disabilities. | % of new builds meeting accessible and adaptable standards (Council house build programme) Home Improvement Agency - Number of Disabled Facilities Grants (DFG's) approved Number of DFG's certified as complete |
| | H4 | We will ensure there are housing options available to children and young people who have complex needs and those who have been in care so that they have a sustainable roof over their head. | The number of care leavers accommodated by housing under their own tenancy |
| | H5 | We will focus more of our council house building and adaptations on the needs of people with learning disabilities, autism and mental health needs. | |
| | H6 | We will incorporate renewable energy measures into the design of new-build Council homes. | |
| | H7 | We will work to identify the needs of the most vulnerable people in Sandwell and work upstream to prevent homelessness where ever possible. | Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty) |
| | H8 | We will work to prevent and end rough sleeping. | % of rough sleepers who have retained their tenancy for 12 months AND/OR Number of rough sleepers by housing situation: a) rough sleeper, b) Emergency & Supported accommodation, c) sustainably housed. AND Number of rough sleepers found in Sandwell in the annual count. |
| | H9 | We will explore all options for housing delivery, including new partnerships and new funding opportunities. | |
| | H10 | We will raise the standard and safety of homes in the private rented sector and bring more empty homes back into use. | Number of long term empty homes brought into use No. of private sector properties reported to be in state of disrepair with a positive resolution. |
| Regeneration & Resources | H11 | We will take a proactive approach to accessing national funding for Sandwell that benefits our tenants and people who are homeless or in housing need. | |
| Looking after our existing estate | H12 | We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities. | The number of Home checks carried out AND/OR The % of tenancies with a live valid Home Check in place (in the last 3 years) |
| | H13 | We will work to ensure our tenants live in safe and thriving neighbourhoods and that social housing is a tenure to be proud of. | Satisfaction that home is safe (from tenant perception survey and measures below). |
| | H14 | We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and tackling damp and mould. | The average time taken to complete all responsive repairs including gas (days) New building safety measures (all or select individually) No. of private sector properties reported to be in state of disrepair with a positive resolution (as in H10) |
| | H15 | We will improve the energy efficiency of council housing through retrofit programmes and stock improvements. | % of homes that meet energy efficient target |
| | H16 | We will aim to be a Borough of Sanctuary, offering a safe place for asylum-seekers and refugees to live, while recognising our leadership role in promoting integration and community cohesion. | % of residents agreeing that your local area is a place where people from different backgrounds get on well together |
| | H17 | We will increase our engagement with tenants, including tenants in high rise blocks. | Satisfaction with the overall service provided (Tenant satisfaction survey) Satisfaction that home is safe (Tenant satisfaction survey) Satisfaction that home is well maintained (Tenant satisfaction survey) |

A Strong and Inclusive Economy

| Heading | Reference No. | We Will | PMF Measures |
|---|---------------|--|--|
| Spend and Invest our Money Locally | E1 | We will work with our partners to spend local wherever possible and make long term investment decisions that benefit our borough | % of council spend spent locally (Finance PI) (Placeholder - info not yet available) |
| | E2 | We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers. | TBC - check if we can measure this through procurement |
| | E3 | We will develop the levelling up partnership with Government to provide place based regeneration in Sandwell. | |
| | E4 | We will work proactively with our partners at the West Midlands Combined Authority and with central government to secure appropriate funding opportunities to deliver Sandwell regeneration projects. | |
| | E5 | We will develop a new local plan for the borough to ensure development takes place in appropriate locations, including housing, employment opportunities, amenities and community facilities. | "Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme (LDS) - target 'timescale achieved'" |
| | E6 | We will develop and deliver the projects within the approved Regeneration Pipeline. | Progression of projections in the Regeneration Pipeline, by stage |
| Working with Businesses | E7 | We will deliver the Economic Plan for Sandwell to support businesses and grow the local economy. | From growth and spacial planning performance report (discuss best ones): The number of Businesses supported Business receiving Financial Assistance or Grants |
| | E8 | We will ensure that local people have the skills and knowledge to fill any vacancies by reducing the number of residents with no/low qualifications and offering local training and skills development opportunities via the Adult Education Budget and other funding streams. | |
| | E9 | We will work to ensure our young people have access to good jobs and we will work with all education institutions to guide young people to the pathways that enable them to meet their aspirations. We will do this through the provision of independent advice and guidance. | |
| | E10 | We will support people into employment through the delivery of the Skills Strategy with our strategic partners in the Employment and Skills Partnership. | Employment/unemployment rate (nomis) |
| | E11 | We will offer a range of opportunities within the Council including work experience, supported internships, apprenticeships and graduate opportunities. | The number of work experience placements The number of supported internships The number of apprenticeships The number of graduates (dashboard for future talent group) |

A Connected and Accessible Sandwell

| Heading | Reference No. | We Will | PMF Measures |
|--|---------------|--|---|
| A Connected & Accessible Sandwell | A1 | We will ensure improvements to the highway network are facilitated to support the local economy and the movement of goods and people across the borough. | |
| | A2 | We will ensure that the responsibilities of the Local Highways Authority are delivered and continue to maintain standards in relation to highway condition. | The % of our unclassified carriageways in Red Risk condition National Highways and Transportation Public Satisfaction Reduction in the number of all road traffic injuries The number of road safety improvement schemes |
| | A3 | We will work with our partners and voluntary sector to improve and develop digital skills in the community to minimise digital exclusion and maximise employment and training opportunities. | |
| | A4 | We will ensure that Digital Inclusion is incorporated into the design of services and when making key decisions. | |
| Clean & Green | A5 | We will enable people to get around in a healthy and sustainable way, supporting our health and wellbeing and our climate change strategies. | The number of passenger journeys on public transport |
| Partnerships | A6 | We will work with the Environment Agency in our role as Lead Local Flood Authority to adopt a Flood Risk Management Plan for 2021 to 2027. | |
| Key Infrastructure Partnerships | A7 | We will deliver our transport projects in line with our Regeneration Pipeline. | Progression of transport projections in the Regeneration Pipeline, by stage |
| | A8 | We will ensure Sandwell is well placed to support the move towards electric vehicles by delivering key infrastructure requirements. | The number of on-street residential EV charging points installed |

One Council One Team

| Heading | Reference No. | We Will | Workstreams from Improvement Plan | PMF Measures |
|--|---------------|--|---|---|
| Organisational Culture | O1 | We will embed the One Team Framework | OC.A2 Creating the right environment for the culture to thrive | HR are coming up with a set of measures to underpin the framework. EES Engagement Score |
| | O2 | We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive (combine previous O11, O12 and O13). | CO.B1 Employee Engagement Survey OC.B2 Management Development Programme OC.B3 Officer Learning and Development | as above |
| | O3 | We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities agenda. | SD.B1 EDI Strategy and Actions | Completion of the Audit and Assessment against the Equality Framework for Local Government (completed by June/July). Following this audit further performance measures will be put in place. |
| | O4 | We will continue to improve Officer-Member Relationships | OC.C4 Assurance activity to sustain positive Member-Officer Relationship OC.D3 All Member Briefings OC.D4 Induction training re employment of Chief Officers OC.D5 Member Development Programme OC.H1 Scrutiny and Audit Continuous Improvement | Member-Officer Relationship Survey Delivery of training |
| Listening, Learning and Accountable | O5 | We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders | SD.A3 Comms and Corporate Affairs Strategy SD.E2 Public Consultation OC.E2 Deliver the comms strategy to assist with more effective internal comms | Potential for new metric re Citizenspace |
| | O6 | We will embed a performance culture across the council to ensure transparency and accountability in delivering our priorities. | | See breakdown of customer performance measures on the following page. |
| | O7 | We will hold ourselves to account for the delivery of the improvement plan and will continuously improve | CO.B1 Ongoing monitoring and reporting of IP CO.B3 Continuous Improvement | |
| Improving the Customer Journey | O8 | We will deliver the customer journey programme and improve customer experience across all of our channels | | See breakdown of customer performance measures on the following page. |
| | O9 | We will refresh the organisation's digital strategy | | |
| Governance and Decision Making | O10 | We will ensure that our refreshed governance arrangements are embedded | OC.G1 Governance Review Phase 2 OC.H1 Assurance activity to ensure effective contribution of scrutiny and audit | ST is developing metrics as part of corporate governance plan. Delivery of the MDP. Mod.Gov Phase 2 implementation. No. of late Reports and use of Exemptions (Urgent Decisions - non-compliance with 28 days notice). Member PDPs completed (BUT may sit better under O4 above). No. of Standards Complaints |

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| Making the Most of our Resources | O11 | We will set a sustainable and balanced budget each year and ensure the Medium Term Financial Strategy is underpinned by realistic savings plans | CO.C2 budget monitoring CO.D3 Reduction of financial transactional activity CO.D4 sign-off of final accounts | Variance from budget - General Fund Variance from budget - Housing Revenue Account Council Tax Collection collection Business Rates Collection rates Sundry Debt Collection Prior year Council Tax collection Prior year Business Rates Collection Prior year Sundry Debt Collection Rent collected as a % of rent due % of invoices paid on time PI being developed on social value |
| | O12 | We will update the Medium Term Financial Strategy at least annually | SD.D1 Fundamental review of MTFP | |
| | O13 | We will embed a strong financial management approach. | CO.D2 Embedding Finance Business Partner Role | |
| | O14 | We will embed our approach to social value to get maximum benefits for Sandwell | | |
| | O15 | We will deliver the Oracle transformation programme by April 2024 | CO.A1 Implement Oracle Fusion | |
| | O16 | We will embed an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities | PR.C1.0 perf mgmt system SD.E2 Public Consultation CO.C1 Performance Management Framework CO.G1 Strategic Planning Framework | |
| | O17 | We will establish a Corporate Transformation Programme and governance structures. | CO.E1 Corporate Transformation Programme | |
| | O18 | We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams. | PR.A1 SCT robust governance arrangements and positive relationship PC.A1 - Serco contract monitoring framework and review of the Waste Contract SD.A5 Commercial Strategy | |
| | O19 | We will implement a new Corporate Asset Management system to ensure the Council has sufficient, comprehensive information to make best use of its assets and assist with timely and accurate completion of annual accounts. | | |

Customer Service Measures

| Reference | We Will | Measures |
|-----------|--|--|
| O6 | We will embed a performance culture across the council to ensure transparency and accountability in delivering our priorities. | Numbers of Contact by Channel |
| O8 | We will deliver the customer journey programme and improve customer experience across all of our channels | % Contact by channel Satisfaction from process submissions (out of 5) Adults Contact Centre Abandonment Rate Adults Contact Centre Average Wait Measure Adults Contact Centre Average Call Time Revs and Bens Contact Centre Abandonment Rate Revs and Bens Contact Centre Average Wait Measure Corporate Contact Centre Abandonment Rate Corporate Contact Centre Average Wait Measure Corporate Contact Centre Average Call Time Ombudsman Numbers Upheld SARs volumes SARs compliance with timescales FOI volumes FOI compliance with timescales Numbers of complaints received % of complaints responded to in 10 working days (also service standard) Numbers of stage 1 and stage 2 Complaints upheld Number of MP Enquiries received Numbers of compliments received Satisfaction with Member Enquiries - the average satisfaction rating of a response Lessons learnt from Complaints |