

## **Appendix C - Assistant Director Business Plan Actions that support delivery of the Council Plan.**



## Headlines

**Total number of Assistant Director Business Plans**

**35**

<b>Strategic Themes</b>	<b>Number of Actions</b>
<b>Growing up in Sandwell</b>	52
<b>Living in Sandwell</b>	48
<b>Healthy in Sandwell</b>	57
<b>Thriving Economy in Sandwell</b>	69
<b>One Council One Team</b>	77
<b>Total</b>	<b>303</b>

**Referencing Key for BP Actions**

Primary Code = Directorate  
 Secondary Code = AD area  
 Number = individual number for that action  
 e.g.: Service Improvement in Assistant Chief Executive is: ACE - SI - 01

**Key to Primary Codes:**

Children & Education	CE
Public Health	PH
Adult Social Care	ASC
Regeneration & Growth	RG
Housing	H
Borough Economy	BE
Finance	F
Legal & Assurance	L&A
Registration Services	RS
Assistant Chief Executive	ACE

**Secondary Codes:**

These relate to the AD or Service Area's Title e.g.:-  
 Assistant Director for Spatial Planning and Growth is: SPG  
 Assistant Director for Libraries, Archives, Information Services,  
 Heritage and Tourism is: LAISHT

<b>ASC</b>	Commissioning and Integration
	Prevention Reablement and Direct Services
	Social Work
<b>ACE</b>	Communications & Corporate Affairs
	Customer Services
	Democratic Services
	EDI
	HR & Organisational Development
	Service Improvement
<b>Borough Economy</b>	Contracts, Projects, Strategy & Policy
	Green Spaces, Green Services, Events
	Highway Services
	Libraries, Archives, Information Services, Heritage and Tourism
	Public Protection and Community Safety
<b>Children &amp; Education</b>	Children & Education Support Services
	Children's Commissioning, Partnerships and Improvement
	Education Services
	Inclusive Learning Services
<b>Finance</b>	Finance
	Business Management
	Corporate Transformation Office
	ICT
	Procurement
	Revenues & Benefits
<b>Housing</b>	Housing Management
	Asset Management & Improvement
<b>Legal &amp; Assurance</b>	Legal & Assurance
	Registration Services
<b>Public Health</b>	Health Protection
	Healthy Lives
	People
	Place & Intelligence
<b>Regeneration</b>	Planning & Building Consultancy
	Spatial Planning & Growth
	Strategic Assets & Land

# Growing up in Sandwell

Outcome	BP Ref No.	Directorate Action	AD/Lead Officer
<b>All children and young people have the same opportunities to achieve their full potential and are supported by adults, including parents and carers, to establish high aspirations.</b>	CE - CCPI 1	We will deliver the Family Hubs Programme, ensuring that more families can access services in their communities and that integrated services are designed to meet their needs	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 13	We will provide strategic and operational commissioning support to our Inclusive Learning Services team to ensure that there is sufficient provision available to meet the needs of all children and young people with SEND and those who make use of Alternative Provision	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 14	We will oversee the SEND Transformation Programme, ensuring that the Local Area Inclusion Plan is delivered and Ofsted inspection recommendations are actioned	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 22	We will deliver independent advice and guidance to all schools and targeted support to vulnerable groups including Care Experienced young people and young people with SEND	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CESS 4	Maintain the continued and sustained improvement of SEND Travel Assistant to improve the offer, whilst reducing the overall cost , with a focus on home to school transport	Assistant Director - Education Support Services
	CE - ES 4	Continue to improve the Personal Education Plan process to ensure that it is child centred and addresses the needs of Sandwell CiC. (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.)	Assistant Director - Education Services
	CE - ILS 5	We will ensure that children and young people with SEND can access high quality local services and education when they need them through our SEND Local Offer	Assistant Director - Inclusive Learning Services
	F - P 1	Ensure suppliers on the SEND Transport Framework are fit for purpose and provide VFM	Head of Procurement
	PH - P 10	We will continue to hold a conference for STEPS and Home Educated children and parents, to ensure their voices are listened to and any needs addressed	Director Public Health
	PH - P 11	We will work with Special Schools to ensure children and young people are engaged with all SHAPE initiatives	Director Public Health
<b>Children and young people are given the best start in life and are well prepared for school.</b>	CE - ES 3	To ensure that all children have a good start to their education by attending good quality early years provision. (We will promote the importance of communication and language to parents, and we will provide earlier support to children who need it.)	Assistant Director - Education Services

<b>Children and young people make good progress at school from preschool to when they leave school age 16 – ambition to reach national standard</b>	CE - CESS 3	Ensure that every child in Sandwell has access to a place in a good or outstanding school	Assistant Director - Education Support Services
	CE - ES 1	To challenge and support schools to raise standards in all key stages to close the gaps with national. (We will work with schools and other learning providers to improve educational outcomes for children and young people.)	Assistant Director - Education Services
	CE - ES 2	Increase the proportion of schools and academies rated good or better by Ofsted. (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.)	Assistant Director - Education Services
	CE - ILS 2	We will provide enough good school places in focused provisions, special schools or other appropriate setting that offer families choice and confidence that their children can experience high quality education and achieve good outcomes.	Assistant Director - Inclusive Learning Services
<b>Children and young people are supported to lead happy and healthy lives with access to a range of opportunities for positive activities, play and having fun.</b>	PH - P 8	We will ensure young people have the opportunity to be involved in co-designing and developing future priorities through SHAPE Youth Forum meetings, Takeover Challenges and SHAPE Our Future annual school conferences.	Director Public Health
	PH - HL 15	Childhood Obesity	Director Public Health
	ACE - SI 3	To administer, deliver and monitor the Holiday Activities and Food Programme	Assistant Chief Executive
	ACE - SI 6	Provide corporate support and co-ordination to Child Friendly Sandwell	Assistant Chief Executive
	BE - LAISHT 3	Increase Library membership of under 5's through Sandy Bear Project	Assistant Director Libraries, Archives, Information Services, Tourism
	CE - CCPI 2	We will use the new Youth Buses to target schools with violence reduction plans to ensure that vulnerable young people have access to good quality youth activity	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 3	We will undertake a strategic review of the Youth Service, ensuring that we meet our statutory duty, and working with internal and external partners to maximise use of facilities for the benefit of young people	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 17	We will support Wednesbury Levelling Up Programme by facilitating young people's engagement with the programme	Assistant Director - Commissioning, Partnerships and Improvement

	CE - CCPI 18	We will contribute to Town Tasking by ensuring that detached youth work teams are deployed in targeted neighbourhoods based on local intelligence	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 26	We will provide strategic and operational support through robust commissioning processes working with partners to ensure there is sufficient boroughwide provision for a universal play offer to meet the needs of children and young people	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 27	We will deliver the final year of the HAF Programme, ensuring that children have access to food and holiday activity opportunities through a range of community venues	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 30	We will work across the Youth Service, SRES, HAF, and Sandwell Valley to provide a single Sandwell youth offer for schools	Assistant Director - Commissioning, Partnerships and Improvement
	PH - P 7	We will develop the SHAPE Survey 2024 and send to all schools and Sandwell College for children and young people to complete	Director Public Health
<b>Children and young people have good levels of attendance at school.</b>	CE - CESS 2	Attendance is Everybody's Business : Supporting schools to Improving school attendance and reduce persistent absence	Assistant Director - Education Support Services
<b>Children and young people have the right skills and support to take the next step in their life, and are well prepared for adulthood.</b>	ACE - HROD 7	Working with People and Place directorates, we will offer a range of opportunities within the Council, including work experience, supported internships, apprenticeships and graduate opportunities (Future Talent)	Assistant Director - Human Resources
	CE - CCPI 20	We will review the training offer in Sandwell through the Employment and Skills Partnership and identify gaps in provision	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 21	We will hold a Youth Employment Summit and call partners to action to reduce the youth unemployment in the Borough	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 23	We will refresh the Employment and Skills Strategy with our strategic partners in the Employment and Skills Partnership to ensure that we are meeting local residents and businesses needs	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 24	We will increase awareness of the Work Experience Scheme and use it more effectively as a 'pre apprenticeship' programme for young people	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 25	We will maximise the take up of the apprenticeship levy to ensure that Sandwell young people, residents and benefit benefit	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 28	We will continue to deliver "Accelerate", a programme of work experience for students not in education, employment or training (NEET), through Sandwell Residential Education Service	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 29	We will deliver the Local Supported Employment contract providing employment support to young people with learning disabilities and autism	Assistant Director - Commissioning, Partnerships and Improvement

	F - P 6	As part of the Social Value criteria in Tenders we will look to identify opportunities for internships, apprenticeships, work experience and other benefits for the local residents	Head of Procurement
	F - ICT 7	Apprenticeships will continue to be offered where possible within the ICT service with the aim of having 2 per annum	Assistant Director - ICT
	F - RB2	Actively pursue opportunities to support the recruitment of Modern Apprentices across the Revenues and Benefits Service as well as supporting graduates and work experience	Service Manager Revenues & Benefits
	L&A - LS5	We will offer work experience placements to young people across Sandwell, including looked-after children and care experienced children and young people, who have an interest in law and the electoral processes.	Assistant Director - Legal and Assurance
	RG - SAL 3	We will offer work experience placements to young people across Sandwell, including care leavers, who have an interest in local authority / property related disciplines	Assistant Director - Strategic Assets & Land Services
<b>Children and young people in Sandwell are able to grow up in a safe, stable loving home.</b>	CE - CESS 1	Ensuring the Council maintains a safeguarding oversight of all Children and Young People	Assistant Director - Education Support Services
	CE - CCPI 4	We will implement the new Partnership Practice Model (STAR) in collaboration with local partners to ensure that we are working with families in a trauma-informed, strengths-based way	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 5	We will work with SCT and partners to develop and deliver a feasibility study on residential care options, working within the Corporate Transformation Board to ensure that we have enough placements for our Children in Care	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 8	We will work towards Sandwell becoming a Foster Friendly Borough	Assistant Director - Commissioning, Partnerships and Improvement
<b>Children, young people and their families receive the right support, in the right place, at the right time.</b>	ASC-SW 1	Full review of Preparation for Adulthood Pathways to be undertaken and completed with recommendations for improvement, and implementation of priority recommendations in 2024.	Assistant Director - Social Work
	CE - CCPI 12	We will ensure that Early Help is embedded across the Sandwell and that children and families needs are met before in the right place at the right time before they escalate	Assistant Director - Commissioning, Partnerships and Improvement
	CE - ILS 1	We will provide earlier support to children who need it through our Early Years support team and within the community.	Assistant Director - Inclusive Learning Services
	CE - ILS 4	Our teams work with all professionals who have contact with our CYP to help them understand the impact of adverse childhood experiences and trauma. We will be a workforce that provides services with compassion and understanding.	Assistant Director - Inclusive Learning Services
	CE - ILS 7	We will work alongside community partners to ensure that all parents and carers in Sandwell are offered support in a timely way relating to their queries and that they have access to the information, guidance and advice that they need to help support their child.	Assistant Director - Inclusive Learning Services

	PH - HL 2	We will invest in preventative and early intervention programmes and projects to support the emotional health and wellbeing of children, young people and their families in Sandwell and enhance development opportunities for the workforce that supports them.	Public Health Consultant Healthy Lives
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# Living in Sandwell

Outcome	BP Ref No.	Directorate Action	AD/Lead Officer
Clean, well maintained public spaces.	BE - CPSP 3	Plant 10,000 trees by 2030	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 7	Continue to improve Street Cleansing standards (NI195)	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 8	Implement plan for revised household waste collections to optimise recycling.	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 9	Roll out improved recycling offer to high-rise blocks	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 11	Continue to develop the subscription Garden Waste service	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - GSGSE 2	We will deliver an allotments strategy, to improve the provision and management of allotments in Sandwell and secure their future.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
Quality green spaces.	BE - GSGSE 1	We will deliver the capital improvements to Sandwell Valley Country Park, as detailed in the Sandwell Valley 10 year master plan and business plan.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - GSGSE 3	We will work with community groups, friends groups, and residents to increase community involvement with the management, development, and maintenance of green spaces.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - GSGSE 4	We will continue to further our education and outreach offer for schools, community groups, and colleges across Sandwell Valley, Green Spaces, and Animal Welfare.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - GSGSE 5	We will continue to publish and deliver a programme of works for green spaces, improving member engagement in the development and delivery of this work.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - GSGSE 6	We will deliver a programme of improvements to the Railer and Cracker green spaces, linking up with colleges and schools in the future development and maintenance of this valuable green space in Tipton.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	RS 3	Through our bereavement teams, we will strive to maintain and improve upon Green Flag status in our cemeteries and crematoria, whilst also working to enhance the facilities generally across the borough.	Assistant Director - Registration Services
Residents can access a range of council services locally.	ACE - CS 5	Lead on the Community Hub Pilot, providing accurate data to assist Elected Members & Leadership Team with the means by which to make clear decisions about future direction of travel for face to face contact.	Strategic Improvement Manager - Corporate Customer
	ACE - CS 7	Support the Neighbourhood Working model, whilst an external review is commissioned to look at a new ToM and structure. Ward Coordinators to lead on local ward issues. To include design of web pages & ideas for ward priorities.	Strategic Improvement Manager - Corporate Customer
	BE - LAISHT 16	Support to delivery of community hubs	Assistant Director Libraries, Archives, Information Services, Tourism

	BE - LAISHT 8	Delivery of welcoming spaces in all libraries	Assistant Director - Libraries, Archives, Information Services,
<b>Residents feel safe in their communities during the day and at night.</b>	BE-PPCS2	We will progress Sandwell's Community Safety and Domestic Abuse strategies supporting the Boards in line with statutory requirements and co-ordinate and progress the associated workplans	Assistant Director - Public Protection and Community Safety
	BE-PPCS5	We will continue to work with partners and agencies to ensure that there is a joined up and effective approach to hate crime.	Assistant Director - Public Protection and Community Safety
	BE-PPCS6	We will work with regional partners and the OPCC to seek to improve the MARAC process for domestic violence and abuse	Assistant Director - Public Protection and Community Safety
	BE-PPCS7	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.	Assistant Director - Public Protection and Community Safety
	BE-PPCS8	Delivery of Protect and Prepare Board to support local preparedness ahead of Terrorism (Protection of Premises) Bill	Assistant Director - Public Protection and Community Safety
	BE-PPCS9	We will develop a community cohesion strategy for Sandwell to set out how we can build trust and a sense of belonging across our communities, and deal with barriers that can cause divisions and hostility within communities	Assistant Director - Public Protection and Community Safety
	F - RB5	Provide information, data and support to aid investigations where required and liaise with the Council's Modern Day Slavery Team to report any instances of Modern Day Slavery that the service may come across	Service Manager Revenues & Benefits
<b>Residents have resilience to achieve real change in financial circumstances.</b>	ACE - SI 13	Support delivery and monitoring of the Tackling Poverty Plan - Housing	Assistant Chief Executive
	F - RB6	Utilise government funding available to the service to administer Household Support Fund, Council Tax Support payments and Hardship Payment, longer repayment arrangements, Section 13A awards, LWP, DHP, referrals to Welfare Rights to address underlying issues	Service Manager Revenues & Benefits
	F - RB8	Continue to support the voluntary sectors and Welfare Rights following the signposting of customers to Revenues and Benefits for consideration and award of Local Welfare Provision	Service Manager Revenues & Benefits
	F - RB10	Work collaboratively with partners and stakeholders: To carry out complex case reviews to help support residents with high levels of debt across the council. To administer Breathing Space accordance to the guidance to put on hold Council Tax accounts where identified as difficult for residents to pay. To signpost and liaise with Welfare Rights where hardship or financial issues are identified by customers.	Service Manager Revenues & Benefits
	F - RB11	Secure Local Welfare Provision funding for 2024-25 and approve policy to allow us to continue to provide food vouchers to support our most vulnerable customers.	Service Manager Revenues & Benefits
<b>Residents in all parts of the borough have the skills and resources to access</b>	ACE - SI 14	Develop, design and implement a Digital Inclusion Strategy for the Council	Assistant Chief Executive

<b>digital services.</b>	CE - CCPI 19	We will link the new Employment and Skills Strategy to the Digital Strategy and deliver community engagement and digital inclusion provision through the voluntary and community sector, using UKSPF	Assistant Director Commissioning, Partnerships and Improvement
	F - ICT 2	Establish a regular ICT / Libraries service engagement process to ensure the ICT provision meets the demands of their service and is reviewed on a quarterly cycle	Assistant Director - ICT
	F - ICT 8	Create new ICT / Digital strategy with includes consideration, opportunities and approach for digital inclusion across the borough	Assistant Director - ICT
	BE - LAISHT 11	Explore loan of digital devices to support digital inclusion	Assistant Director Libraries, Archives, Information Services, Tourism
	BE - LAISHT 15	Deliver free pc access and wifi in libraries to support digital inclusion	Assistant Director Libraries, Archives, Information Services, Tourism
<b>Safe and affordable homes.</b>	H - AMI 1	Review of process to effectively manage the Aids and Adaptation programme to deliver a high quality and efficient service to support customers to remain in their homes longer (Quality Housing for All)	Assistant Director - Asset Management and Improvement
	H - AMI 2	Compliance with the 'Big 6'	Assistant Director - Asset Management and Improvement
	H - AMI 6	Modernise repairs and maintenance through batched works and more preventative repairs to head-off disrepair claims	Assistant Director - Asset Management and Improvement
	H - AMI 7	Embed damp and mould prevention and resolution into business as usual - upskilling staff to deliver effectively with support from specialists when required	Assistant Director - Asset Management and Improvement
	H - AMI 8	Obtain EPC and stock condition data to programme the investment needs to ensure stock is Decent and fuel efficient	Assistant Director - Asset Management and Improvement
	H - AMI 9	Refresh the Asset Management Strategy for HRA stock	Assistant Director - Asset Management and Improvement
	H - AMI 11	Develop and publish a set of service standards for Council Tenants including a Repairs Charter	Assistant Director - Asset Management and Improvement
	H - AMI 13	Compliance with the Building Safety Regulator	Assistant Director - Asset Management and Improvement
	H - HM 1	Make Best Use of the existing Housing Stock to meet acute housing need, including a review and refresh of the Housing Allocations Policy	Assistant Director - Housing Management
	H - HM 5	Implementation of Borough Wide Additional Licensing (subject to business case approval) to drive up housing standards in private HMOs.	Assistant Director - Housing Management
	RG - DPBC - 5	Planning actively encourages new development/ changes of use. Through the use of legal agreements, planning can also secure Affordable Housing.	Assistant Director - Development Planning and Building Control
	RG - DPBC - 6	Planning Enforcement will play an active role in the newly established Council-wide Integrate Enforcement group	Assistant Director - Development Planning and Building Control

	BE - HS 3	We will continue to work with the Environment Agency on the adoption of the Flood Risk Management Plan 2 (FRMP2) measures for the period 2021 to 2027. A report to Cabinet in January 2021 approved the FRMP2 measures for the period 2021 to 2027.	Assistant Director - Highways Services
	BE-PPCS11	We will develop an animal welfare charter to educate about, and protect, animal welfare and the environment.	Assistant Director - Public Protection and Community Safety

# Healthy in Sandwell

Outcome	BP Ref No.	Directorate Action	AD/Lead Officer
<b>Carers feel supported in carrying out their caring role.</b>	ASC-CI.2	Develop a Carers Pathway - including the development of a carers hub	Assistant Director - Commissioning, Integration
	ASC-CI.3	Development of a Carers app - Integrated Care Board wide approach	Assistant Director - Commissioning, Integration
	F - BM 3	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 - The Direct Payment Team will work to ensure that all authorised Carers payments for ASC clients are processed weekly in accordance with the payments schedule.	Service Manager - Business Management
<b>Health outcomes for Sandwell's most vulnerable groups are improved and health inequalities are reduced.</b>	CE - CCPI 11	We will pilot a new emotional wellbeing service for Children in Care, Care Leavers and Foster Carers	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 15	We will implement Phase 3 of the Emotional Wellbeing Programme with partners and schools and evaluate its effectiveness, ensuring a legacy where possible	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 16	We will work with partners to develop a refreshed THRIVE Strategy for Sandwell to ensure that partners are working together to meet children and young people's emotional wellbeing and mental health needs	Assistant Director - Commissioning, Partnerships and Improvement
	PH - HL 3	We will work in partnership with Sandwell Consortium to deliver Sandwell Language Network to improve language learning and health literacy in migrant communities.	Public Health Consultant Healthy Lives
	PH - HL 4	We will continue our engagement with the faith sector to improve health inequalities within our faith communities.	Public Health Consultant Healthy Lives
	PH - HL 5	We will support vulnerable migrant groups to access services including healthcare services, and local community groups and activities through grant funding CVS	Public Health Consultant Healthy Lives
	PH - HL 6	We will continue to invest in community based preventative mental health and wellbeing programmes.	Public Health Consultant Healthy Lives
	PH - HL 11	We will continue to develop initiatives for the LGBTQ community to improve overall health and wellbeing which are informed by the community led Health Needs Assessment. We will continue to provide opportunities for the community to shape these initiatives.	Public Health Consultant Healthy Lives
	PH-Place 6	We will support this objective by using and disseminating local intelligence to identify health inequalities, including those emerging among vulnerable groups	Public Health Consultant
<b>People remain as independent as possible for as long as possible and lead fulfilled lives (re-ablement).</b>	ASC-CI.8	Launch new PIP home based reablement offer	Assistant Director - Commissioning, Integration
	ASC-CI.9	Go live with supported living framework.	Assistant Director - Commissioning, Integration
	ASC-CI.10	Develop Residential and Respite Framework	Assistant Director - Commissioning, Integration

	ASC-PRDS.1	To complete the opening of the top floor of Harvest View to expand the hospital discharge reablement service	Assistant Director - Direct Services
	ASC-PRDS.3	To continually review and make recommendations for 'right sizing' the service in line with changes to hospital discharge and community prevention operating models. The current development is the commissioning and build of a new warehouse on the Joint Equipment Stores site.	Assistant Director - Direct Services
	ASC-PRDS.5	To redesign STAR operating model to improve efficiency of resource and effective outcomes for people by focusing on reablement. The redesign will also look to expand the services hospital avoidance approach and integrate more closely with Health's community reablement service (iCares)	Assistant Director - Direct Services
	F - BM 1	We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice - Following the Commissioners and Care Management review and actions the CCBU will develop and implement an action plan to re commence the application of the Non Residential Charging Policy within 12 weeks	Service Manager - Business Management
	F - BM 2	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 - We will ensure that Direct Payment financial audits are conducted in accordance with the DP Policy, initial audit at 6 months and thereafter annual audits.	Service Manager - Business Management
	PH - HL 16	We will improve strength and balance for the Over 50s in Sandwell to reduce falls in the home to enable people to stay independent for longer	Public Health Consultant Healthy Lives
<b>People to lead healthy lives in their community and live well for longer.</b>	ASC-CI.6	Develop Day Opportunities Framework	Assistant Director - Commissioning, Integration
	ASC-CI.12	Implement a new Community Offer and Intermediate Care Voluntary Community Sector Service	Assistant Director - Commissioning, Integration
	ASC-PRDS.6	To ensure completion and regular update of elements of Care Quality Commission (CQC) assurance preparation relevant to this section of Adult Social Care.	Assistant Director - Direct Services
	ASC-SW 2	Review of Customer Pathways and identification of areas for intervention where working differently can lead to better outcomes as part of Adult Social Care Transformation Programme.	Assistant Director - Social Work
	ASC-SW 4	To ensure completion and regular update of elements of Care Quality Commission (CQC) assurance preparation relevant to this section of Adult Social Care.	Assistant Director - Social Work
	F - BM 7	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. We will work with commissioners to ensure that the correct contracts are in place and procedures to ensure that payments to ensure that charges are accurately calculated and clients invoiced on time	Service Manager - Business Management

H - HM 4	Commission a new supported housing service to maximise value for money and to address complex housing needs and prevent homelessness and rough sleeping	Assistant Director - Housing Management	
PH - HL 7	We will continue to allocate funds to SCVO and the Vision 2030 funding helping to provide financial support to community-driven initiatives that aim to improve the health and wellbeing of our local communities. We will continue to offer help and support in developing plans and applications through the Public Health Development Officer team and Public Health Networks.	Public Health Consultant Healthy Lives	
PH - HL 8	Cycle More Sandwell and Inclusive Cycling. We will aim to offer a wide range of cycling interventions for all ages and abilities to help increase the cycling ability and confidence of our residents and helping to increase the use of cycles for leisure, physical activity, travel and sport.	Public Health Consultant Healthy Lives	
PH - HL 9	Town Based awareness of Public Health, Stronger Sandwell and the current offers and interventions available to communities, stakeholders and partners that can improve healthy lives outcomes.	Public Health Consultant Healthy Lives	
PH - HL 10	Sandwell Stride walk programme (volunteer walking programme) and digital APP based walking offer. We will continue to build the availability of health/stride walks across Sandwell and availability to access walking for health interventions	Public Health Consultant Healthy Lives	
PH - HL 13	Active Green Spaces. We will offer provision of a range of green space physical activity to adults, children and families helping to encourage use of green spaces, supporting residents with access to gardens to be active and making our parks and green spaces active, welcoming places.	Public Health Consultant Healthy Lives	
PH - HL 14	Numbers of people physically active in Sandwell	Public Health Consultant Healthy Lives	
PH - P 3	We will continue to deliver the NCMP programme through the School Nursing service	Public Health Consultant	
<b>Peoples needs for care and support are reduced or prevented through early intervention and prevention programmes.</b>	ASC-CI.4	Roll out of Ethel Care to Adult Social Care as part of the Integrated Care Board pilot	Assistant Director - Commissioning, Integration
	ASC-CI.7	Develop a dynamic Market Position Statement to support a sustainable care and support market	Assistant Director - Commissioning, Integration
	ASC-CI.5	Place integration and Integrated Care System - establishment of a joint commissioning committee	Assistant Director - Commissioning, Integration
	ASC-CI.14	To ensure completion and regular update of elements of Care Quality Commission (CQC) assurance preparation relevant to this section of Adult Social Care.	Assistant Director - Commissioning, Integration
	PH - HL 1	Commission and manage all age prevention and treatment services (alcohol and other drugs, smoking). Lead our local Strategic Drug & Alcohol Partnership delivery of Sandwell's Drug & Alcohol Strategy commitments	Public Health Consultant Healthy Lives
	PH - HL 12	We will support the development and facilitation of public mental health and suicide prevention interventions and services in line with our strategies.	Public Health Consultant Healthy Lives

	PH - P 1	We will maintain Health Visitor uptake for new birth visit above 90%	Director Public Health
	PH - P 2	We will develop the healthy pregnancy pathway to reduce smoking in pregnancy	Director Public Health
	PH - P 4	We will expand the Emotional Health & Wellbeing charter mark across Sandwell education settings	Director Public Health
	PH - P 5	We will continue to offer a community wellbeing programme for new parents to promote and improve wellbeing	Director Public Health
<b>Residents are protected from harms to their health and wellbeing.</b>	PH - HP 1	Prevention and outbreak management - We will work in collaboration with local health partners to improve vaccine uptake across all vaccination programmes	Public Heath Health Protection
	BE-PPCS1	Deliver programmed interventions for Food Hygiene and Food Standards in accordance with the Food Standards Agency Code of Practice	Assistant Director - Public Protection and Community Safety
	ASC-CI.13	A new Sandwell Safeguarding Adults Board Strategic Plan to be in place for April 2024	Assistant Director - Commissioning, Integration
	PH - HP 2	Continue to support and improve infection prevention control in nursing, care and learning disability homes across the borough	Public Heath Health Protection
	PH - HP 3	Provide incident and outbreak management in partnership with UKHSA and NHS for communicable diseases that are a risk to the public's health	Public Heath Health Protection
	PH - HP 5	Everyone is able to access sexual health provision across Sandwell	Public Heath Health Protection
	PH-Place 1	We will continue to control pollution from industrial processes under the Environmental Permitting Regulations 2010	Public Health Consultant
	PH-Place 2	We will promote and support awareness of air quality and climate change	Public Health Consultant
	PH-Place 3	We will contribute to better air quality and climate change through raising public awareness, increasing active travel and supporting organisations to reduce carbon emissions.	Public Health Consultant
	PH-Place 4	We will embed public health considerations into local planning policies and decisions.	Public Health Consultant
	PH-Place 5	We will reduce inequalities in health caused by poor air quality	Public Health Consultant
	RG - DPBC - 7	We will contribute to better air quality and climate change. Use of conditions on planning permission to secure appropriate measures	Assistant Director - Development Planning and Building Control



# Thriving Economy in Sandwell

Outcome	BP Ref No.	Directorate Action	AD/Lead Officer
<b>A thriving cultural, arts and leisure offer.</b>	BE - CPSP 1	We will maximise the number of people accessing leisure centres.	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 2	We will maximise the number of people enrolled on Learn-to-Swim programmes.	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 4	Deliver Community Sport Plan	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 5	Delivery of a programme of local, regional and national events as Sandwell Aquatics Centre	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - GSGSE 7	We will continue to improve our visitor experience across visitor services, and to maximise the commercial and social value benefits of this service.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - GSGSE 8	We will produce a 5 year events strategy, focussing on bringing more event providers into a Sandwell as a regional events destination.	Assistant Director - Green Services, Green Spaces, Events & Visitor Services
	BE - CPSP 10	Deliver Haden Hill Leisure Centre project	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - CPSP 12	Resolve Leisure Management Contract	Assistant Director - Contracts, Projects, Strategy & Policy
	BE - LAISHT 7	Programme of cultural events and activities across libraries and museums	Assistant Director Libraries, Archives, Information Services, Tourism
	BE - LAISHT 9	Delivery of Arts and Cultural festival in libraries and museums to support Sandwell's 50th and Birmingham Jazz Festival 40th	Assistant Director Libraries, Archives, Information Services, Tourism
<b>Encourage a fertile environment where businesses and our community and voluntary organisations are supported to grow; and investment into the borough is maximised.</b>	F - BM 4	We will deliver the Economic Plan for Sandwell to support businesses and grow the local economy - The Community Care Business Unit will work to ensure that providers are paid on time in accordance with agreed contractual timeframes. This will monitored and reported on every month to ensure compliance and measure success	Service Manager - Business Management
	F - P 4	Ensure all quotations and tenders include a local Sandwell or WMCAA supplier	Head of Procurement
	F - ICT 6	Amend standard agendas for vendor contract review meetings to raise awareness and discuss their opportunities and abilities to work with our local suppliers	Assistant Director - ICT
	F - RB3	Identify new businesses in Sandwell using Analyse Local and our Inspectors resulting in growth and maximising income for the Council	Service Manager Revenues & Benefits
	F - RB4	Ensure that social value elements are at the forefront of our thinking when carrying out procurement exercises and managing contracts. Work with Providence House to deliver Local Welfare Provision support and ensure that PayPoint Vouchers issued via Household Support Fund are spent locally	Service Manager Revenues & Benefits

RG - SPG 10	Engage with the WMCA to ensure strong partnerships to enable Sandwell to be positioned to access funding under the Deeper Devolution Deal and Single Settlement.	Assistant Director Growth & Spatial Planning	
RG - SPG 12	Programme Manage the delivery of the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal funding. Including ensuring robust governance, community engagement, and delivery in line with DLUHC requirements.	Assistant Director Growth & Spatial Planning	
RG - SPG 15	Ensure £18m Levelling Up Round 3 Funding from DLUHC (Smethwick acquisitions) is secured and that the funding is spent in line with DLUHC requirements.	Assistant Director Growth & Spatial Planning	
RG - SPG 16	Produce a Long Term Plan for Towns for Smethwick by Autumn 2024 in line with DLUHC requirement in order to access £20m regeneration funding to be spent in the following 10 years.	Assistant Director Growth & Spatial Planning	
RG - SPG 17	Oversee the delivery of the One Public Estate for Brownfield Remediation Fund secured in August 2023 (£1.37m)	Assistant Director Growth & Spatial Planning	
RG - SPG 19	Work with landowners, investors, developers, businesses and partners (WMGC/ WMCA) to deliver the Employment Theme of the Regeneration Pipeline.	Assistant Director Growth & Spatial Planning	
RG - SPG 21	Work with landowners, investors, developers, businesses and partners to deliver the Town Centre Theme of the Regeneration Pipeline. Particular focus on the delivery of the West Bromwich Masterplan and securing a (Joint Venture) Partner.	Assistant Director Growth & Spatial Planning	
RG - SPG 22	Delivery the outputs and outcome framework approved as part of the Sandwell Business Growth Plan (Cabinet November 2023).	Assistant Director Growth & Spatial Planning	
RG - SPG 23	Following Cabinet endorsement of the Social Value in Sandwell Policy in January 2024; a framework of support will be developed for commissioners by the Sandwell Business Growth Team.	Assistant Director Growth & Spatial Planning	
RG - SPG 24	An Innovation Strategy shall be developed for Sandwell to ensure economic growth that could result from innovation activity in Sandwell is understood and maximised.	Assistant Director Growth & Spatial Planning	
RG - SPG 11	Work with the WMCA to develop a local Levelling Up Zone along the route of the Metro Extension enabling Sandwell to retain business rate uplift (above an agreed baseline) for 25 years and reinvest in Levelling Up.	Assistant Director Growth & Spatial Planning	
RG - SPG 13	Programme manage the Levelling Up Partnership between Government and Sandwell Council in Wednesbury, including ensuring robust governance, community engagement, and delivery in line with DLUHC requirements.	Assistant Director Growth & Spatial Planning	
RG - DPBC - 8	We will ensure Community Infrastructure Levy monies are allocated to each town	Assistant Director - Development Planning and Building Control	
ACE - SI 5	Corporate Review of Voluntary Sector funding	Assistant Chief Executive	
ACE - SI 4	Implementation of the grant management system across the Council and the Community and Voluntary Sector	Assistant Chief Executive	
<b>Good homes that are well connected.</b>	H - AMI 3	Develop strategy for reducing fuel poverty, cutting carbon and improving health outcomes for council stock	Assistant Director - Asset Management and Improvement

H - AMI 4	Review the procurement strategy used deliver asset management to provide better vfm and explore longer term partnerships	Assistant Director - Asset Management and Improvement
H - AMI 5	Continue to explore and bid for all funding opportunities to assist in investing in the housing stock to improve the standard and more fuel efficient	Assistant Director - Asset Management and Improvement
RG - SPG 1	Progress the delivery of new council homes in line with 5 year (HRA) business plan/ rolling 5 year programme	Assistant Director Growth & Spatial Planning
RG - SPG 2	Incorporate accessible and adaptable standards to all new -build council homes wherever it is practical and viable to do so.	Assistant Director Growth & Spatial Planning
RG - SPG 3	Incorporate renewable energy measures into the design of new-build Council homes wherever it is viable to do so.	Assistant Director Growth & Spatial Planning
RG - SPG 4	Work with housebuilder, landowners, investors, developers and registered providers to deliver the Housing Theme of the Regeneration Pipeline.	Assistant Director Growth & Spatial Planning
RG - SPG 5	Engage with Registered Providers to maximise investment in to new housing provision (in line with target set out in Regeneration Pipeline).	Assistant Director Growth & Spatial Planning
RG - SPG 6	Work with the WMCA secure a Joint Venture Partner to deliver the Friar Park Housing Scheme which will deliver 630 homes (25% affordable) and new/ improved public open space.	Assistant Director Growth & Spatial Planning
RG - SPG 7	Lead on the redevelopment of the Brandhall site. The priority action being the agreement of the funding strategy for the replacement school. Secondly to agree the mechanism for disposal of land for housing (190 new homes 25% affordable). Thirdly (but no less important) to deliver, alongside parks, 28ha of new public open space.	Assistant Director Growth & Spatial Planning
RG - SPG 8	Apply for funding to enable energy efficiency improvements to council and private housing stock.	Assistant Director Growth & Spatial Planning
RG - SPG 14	Project manage and oversee delivery of the Tipton Capital Regeneration Project (£20m) which will result in the delivery of new homes alongside public realm improvements.	Assistant Director Growth & Spatial Planning
RG - SPG 18	Work with landowners, investors, developers, businesses and colleagues in Housing to deliver the Sustainability Theme of the Regeneration Pipeline.	Assistant Director Growth & Spatial Planning
RG - SPG 30	Continue to liaise with SWB NHS Trust to identify needs for key worker accommodation linked to the new Midlands Metropolitan University Hospital	Assistant Director Growth & Spatial Planning
<b>Residents and businesses are well connected and have a good travel experience in the borough.</b>	<p>BE - HS 1</p> <p>We will continue to design and implement a wide range of road safety, active travel and road infrastructure capital funded projects to meet local and regional needs and strategies.</p> <p>We will lead on the design and construction of the Birchley Island improvement scheme current phase to provide enhanced capacity and better active travel facilities on one of the borough's key strategic junctions</p> <p>To produce an Annual Parking Report to reflect the Borough wide service</p>	Assistant Director - Highways Services

	BE - HS 2	<p>Continue to monitor and maintain public roads through a combination of annual condition surveys and planned highway safety inspections. Target to maintain percentage classified and unclassified carriageways in red and amber risk - subject to sufficient funding.</p> <p>Continue to maintain pothole repair response rates. Target 95% with timescales detailed in Sandwell's Asset Management Plan.</p> <p>We will use the Sandwell Strategic Road Safety Plan 2024-2030 approved delivery plan to meet our statutory requirements for road casualty reduction and to maintain Sandwell's excellent performance in reducing child road casualties.</p>	Assistant Director - Highways Services
	RG - DPBC - 3	Through the grant of planning permission, if relevant, contributions can be achieved to support improvements to the highway network	Assistant Director - Development Planning and Building Control
	RG - SPG 26	Partnership working with TfWM (bus transport) and West Midlands Rail Network (rail transport) to maximise public transport accessibility in Sandwell.	Assistant Director Growth & Spatial Planning
	RG - SPG 27	Delivery of the Transportation schemes within the Regeneration Pipeline. Including programme managing £168m CRSTS funding (for the period 2022 to 2027).	Assistant Director Growth & Spatial Planning
	RG - SPG 28	Delivery of Birchley Island schemes (£30m scheme £24m MRN/ DfT funded) in line with programme.	Assistant Director Growth & Spatial Planning
<b>Sandwell will be a net zero council by 2030 and a net zero borough by 2041.</b>	BE - CPSP 6	Delivery of Corporate Fleet Strategy and the transition of fleet assets (Council and partners) to EV.	Assistant Director - Contracts, Projects, Strategy & Policy
	F - P 2	Embed a climate change strategy in the procurement of all agreed tenders	Head of Procurement
	H - AMI 12	Plan for replacement of diesel fleet with sustainable fuel vehicles	Assistant Director - Asset Management and Improvement
	F - ICT 3	Establish routine process to maintain and update ICT's contribution to the corporate climate action plan by ensuring all new ICT equipment / services are purchased with efficiency in mind, our hosting environments are reviewed and supply chains are considered	Assistant Director - ICT
	F - ICT 4	Update technical design documentation and process to ensure all ICT related projects have an appropriate consideration to climate change embedded as a standard consideration	Assistant Director - ICT
	F - ICT 5	Provide appropriate facilities across relevant council sites to allow waste ICT equipment to be collected and disposed of correctly.	Assistant Director - ICT
	RG - SAL 5	We will embed climate change considerations into our decision making when investing in our assets to enable us to become a carbon neutral council by 2030.	Assistant Director - Strategic Assets & Land Services
	RG - SPG 9	In line with Cabinet Approval (July 2023) progress the West Bromwich Heat Network through commercialisation stage.	Assistant Director Growth & Spatial Planning
	RG - SPG 29	Programme of on-street EV changing points to be delivered.	Assistant Director Growth & Spatial Planning

	RG - DPBC - 1	Play a lead role in ensuring that proposals needing planning permission are acceptable	Assistant Director - Development Planning and Building Control
	RG - DPBC - 4	We will contribute to the plans and policies within the Local Plan as well as ensure decisions on taken in accordance with its provisions.	Assistant Director - Development Planning and Building Control
	RG - SAL 4	We will ensure accessibility to all Council assets is considered as part of all investment programmes and improved where feasible	Assistant Director - Strategic Assets & Land Services
	RG - SAL 1	We will identify Council assets that are surplus and can re-purposed or disposed of to reduce Council expenditure on maintenance of buildings and sites	Assistant Director - Strategic Assets & Land Services
	RG - SAL 6	We will refresh the Corporate Asset Management Strategy	Assistant Director - Strategic Assets & Land Services
	RG - SAL 7	We will look to maximise income from the commercial estate	Assistant Director - Strategic Assets & Land Services
	RG - SAL 9	We will look to support One Public Estate and co-location opportunities with other public sector bodies	Assistant Director - Strategic Assets & Land Services
	RG - SAL 13	We will keep our properties safe and compliant through the implementation of a well-managed and rigorous compliance regime, clear maintenance plans and efficient facilities management	Assistant Director - Strategic Assets & Land Services
	RG - SPG 20	Work with Education partners and colleagues (Sandwell College/ NHS Trust) and colleagues in Education to deliver the Education and Skills Theme of the Regeneration Pipeline.	Assistant Director Growth & Spatial Planning
	RG - SPG 25	Progress the delivery of the Sandwell Local Plan in line with programme - programme key milestones (at Jan 2024) being Cabinet approval of Submission Plan July 2024 and Submission on Plan to Secretary of State in November 2024.	Assistant Director Growth & Spatial Planning

# One Council One Team

Outcome	BP Ref No.	Directorate Action	AD/Lead Officer
<b>All of our residents, including our children and young people, are active participants in influencing change – through being listened to, their opinions are heard and valued.</b>	ACE - DS 3	We will make sure that we maximise opportunities for involvement and participation in decision making including through the scrutiny work programming process, through scrutiny reviews and by including feedback forms to identify areas for improvement to ensure we listen to our customers.	Democratic and Member Services Manager
	ACE - DS 12	We will participate in UK Parliament week along with our Elections Team and the SHAPE Forum, to promote democracy.	Democratic and Member Services Manager
	ACE - DS 13	We will increase the number of questions at Council from Sandwell residents.	Democratic and Member Services Manager
	ACE - SI 11	Co-ordinate corporate consultation and engagement activity including the contract and management of Sandwell Consultation Hub (Citizenspace) and provision of the annual resident survey.	Assistant Chief Executive
	ASC-CI.1	Development of a Co-production Strategy and corporate Co-production charter then deliver in to practice	Assistant Director - Commissioning, Integration
	CE - CCPI 31	We will provide strategic and operational resources to lead the way for Sandwell to become a Child Friendly Borough	Assistant Director - Commissioning, Partnerships and Improvement
	L&A - LS14	We will Learn from feedback from residents and service users to improve service delivery and the way we work to support our continuous improvement plan	Assistant Director - Legal and Assurance
	PH - P 6	We will enable Council Officers and Partner Agencies to have dedicated meetings with SHAPE Youth Forum to co-design services	Director Public Health
	PH-Place 7	We will support community engagement and consultation to ensure that our residents guide and influence our services.	Public Health Consultant
	BE-PPCS4	We will ensure we listen to customer feedback to improve services and will introduce customer feedback mechanisms in areas where we dont currently collect feedback as standard	Assistant Director - Public Protection and Community Safety
	RG - SAL 12	We will deliver services in a customer focused way through developing clear reporting processes to involve and inform Members, internal departments and the Public in decision making	Assistant Director - Strategic Assets & Land Services
<b>An employer of choice with an engaged, high performing workforce.</b>	ACE - HROD 1	We will finalise and continue implementing our People (Workforce) Strategy for 2024-2027	Assistant Director - Human Resources
	ACE - HROD 2	We will embed our One Team Values and Behaviours	Assistant Director - Human Resources
	ACE - HROD 3	We will deliver improvements across Recruitment/Resourcing through our Recruitment Strategy	Assistant Director - Human Resources
<b>Clear and transparent decision making and effective governance (data driven).</b>	L&A - LS2	We will promote and embed good governance within the service and across the council through our interaction with client services, elected members, partners and stakeholders	Assistant Director - Legal and Assurance
	L&A - LS4	We will lead a comprehensive review of the Council's constitution, governance and decision-making frameworks to embed best practice and ensure robust, transparent, accountable and agile decision-making	Assistant Director - Legal and Assurance

L&A - LS6	We will review and develop training and support materials on decision-making and governance frameworks to raise awareness of corporate compliance obligations and to promote excellence and transparency in decision-making.	Assistant Director - Legal and Assurance	
L&A - LS12	We will work with elected members and stakeholders in the development of council submissions to the Local Government Boundary Commission for England (LGBCE) in relation to the future size of the council, numbers of members per ward and geo-political ward boundaries to ensure all residents and communities are properly respected and the Council has sufficient capacity to operate its decision-making and governance frameworks.	Assistant Director - Legal and Assurance	
L&A - LS15	We will Identify and communicate best practice, case studies and learning to strengthen effective decision-making, good governance and protection of data in line with the law and the electoral commission performance standards	Assistant Director - Legal and Assurance	
ACE - DS 14	We will work to upgrade our audio-visual equipment to ensure that residents are able to view decision making and improve awareness of decisions taken.	Democratic and Member Services Manager	
ACE - DS 16	We will refresh the Constitution, including the scheme of delegation to officers to reflect the new management structure of the Council.	Democratic and Member Services Manager	
ACE - DS 17	We will implement and integrate the report workflow function on the Modern.Gov committee management system, improving efficiency by streamlining processes, building in safeguards and providing improved customer experience for report writing.	Democratic and Member Services Manager	
ACE - SI 12	Design the business planning framework, co-ordinate business planning activity across the Council and monitor delivery.	Assistant Chief Executive	
ACE - SI 15	Procure, implement and embed a new Performance Management System	Assistant Chief Executive	
ACE - SI 16	Further develop Corporate Performance Reporting and associated indicators to support evidence based decision making	Assistant Chief Executive	
ACE - SI 17	Design and deliver a Corporate Data Strategy	Assistant Chief Executive	
CTO - 1	To establish 3 Programme boards, People, Place and Resource	Corporate Transformation Manager	
ACE - DS 6	We will deliver report writing and decision-making training and development for all managers across the Council to improve knowledge of decision making and ensure good quality reports to enable members to make informed decisions.	Democratic and Member Services Manager	
<b>High quality inclusive services to all of our customers across all channels.</b>	ASC-PRDS.4	To review 'Enquiries' current operating model in line with the Councils corporate contact centre. To investigate opportunities to promote digital and 'on-line' opportunities to improve performance. To look at wider partnership arrangements with other contact centres such as public Health Welfare hub and Health Community Navigation Hubs.	Assistant Director - Direct Services
	ACE - CS 1	To develop an interim Customer Experience Strategy for 2024/27 utilising existing data sources	Strategic Improvement Manager - Corporate Customer

ACE - CS 3	To act as the lead service area to ensure the successful implementation of the new Contact Centre telephony platform.	Strategic Improvement Manager - Corporate Customer	
ACE - CS 9	To continue to work alongside the Corporate Performance Team to review, maintain and embed the performance indicators for Customer and the Place Directorate (Housing, Planning and Regeneration and Borough Economy), ensuring that all data is scrutinised and validated to provide assurance before publication.	Strategic Improvement Manager - Corporate Customer	
ACE - CS 10	Continue to develop new ways of capturing Customer Satisfaction across all access channels to ensure we can highlight where things are working well and where things need improvement.	Strategic Improvement Manager - Corporate Customer	
ACE - CS 11	Review existing technology contracts and suitability to meet the strategic direction of travel.	Strategic Improvement Manager - Corporate Customer	
ACE - CS 12	Procure and deliver bespoke customer service training to front line officers, in addition to wider mandatory training for all staff.	Strategic Improvement Manager - Corporate Customer	
ACE - CS 15	Review of established top 20 MySandwell services to ensure the Customer experience is consistent and optimised.	Strategic Improvement Manager - Corporate Customer	
F - ICT 9	Embed digital inclusion considerations into out technical design process for when new solutions are being created which need to offer some form of digital service	Assistant Director - ICT	
RS 1	In 2024 many healthcare services including maternity provision will transfer to the New Midland Metropolitan Hospital(MMH) in Smethwick. It is estimated this will create an additional 5000 registration events in Sandwell. Our registration service will act as a key partner creating new pathways for our customers and offer the necessary support that meet the needs of our service users.	Assistant Director - Registration Services	
<b>Sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities.</b>	ACE - HROD 5	We will deliver the Oracle Fusion HCM modules	Assistant Director - Human Resources
	ASC-CI.11	Market Sustainability Plan	Assistant Director - Commissioning, Integration
	BE-PPCS3	We will seek to increase service efficiency by upgrading systems withing CCP, Licensing and Environmental Protection and Enforcement services	Assistant Director - Public Protection and Community Safety
	F - BM 6	We will set a sustainable and balanced budget each year and ensure the Medium Term Financial Strategy is underpinned by realistic savings plans - Business Management will support the MTFs and deliver agreed savings	Service Manager - Business Management
	F - F 1	Implement Oracle Fusion successfully, delivering Finance functionality across the organisation	Assistant Director - Finance
	F - F 3	Implementation of a Corporate Asset Management System	Assistant Director - Finance
	F - ICT 11	Lead and co-ordinate an update to the council ICT and Digital strategy	Assistant Director - ICT
	F - ICT 12	Develop a 3 to 5 year ICT budget forecast and monitor at Vendor and Finance Board	Assistant Director - ICT
	F - ICT 15	Develop the ICT contribution and processes to support the Corporate Transformation Programme	Assistant Director - ICT
	F - P 9	Support the build, implementation, rollout and correct utilisation of Oracle Fusion	Head of Procurement



	F - P 10	Implement a Contract Management approach and embed within the Service Areas and Procurement	Head of Procurement
	H - HM 2	Make Best Use of the existing Housing Stock to meet acute housing need, including a review and refresh of the Housing Allocations Policy	Assistant Director - Housing Management
	RG - SAL 2	We will implement a Corporate Landlord Operating Model	Assistant Director - Strategic Assets & Land Services
<b>The Council understands and works with the community, has responsive services with customer care, and has a diverse and engaged workforce representative of the local community.</b>	ACE - CS16	To work alongside the EDI team to implement an EDI data monitoring form within the Customer Service channels.	Strategic Improvement Manager - Corporate Customer
	ACE - DS 8	All overview and scrutiny members will undertake EDI training which will support scrutiny to have more focus on EDI within its work programming and to challenge more effectively.	Democratic and Member Services Manager
	ACE - EDI 2	We will embed the One Team Framework. Embed collaborative working across the directorates by assigning one or more of the EDI team to directorate areas.	Manager Equality, Diversity & Inclusion
	ACE - EDI 3	We will upskill the workforce in their understanding and knowledge of EDI.	Manager Equality, Diversity & Inclusion
	ACE - EDI 4	We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities agenda. We will achieve excellence	Manager Equality, Diversity & Inclusion
	ACE - EDI 5	We will establish a robust internal EDI governance structure to support the arrangements to embed EDI across the Council.	Manager Equality, Diversity & Inclusion
	ACE - EDI 6	Design and implement a robust and ambitious EDI strategy that is evidence based, that sets out a clear direction for our workforce and residents to improve equality, diversity and embed inclusive practices.	Manager Equality, Diversity & Inclusion
	L&A - LS13	We will work to continuously review our polling stations to ensure the maximum accessibility across all communities of Sandwell.	Assistant Director - Legal and Assurance
	ACE - HROD 4	We will refresh and progress the EDI Workforce Action Plan	Assistant Director - Human Resources
<b>We aim to be an outstanding corporate parent and want all of the young people in our care to reach their full potential.</b>	CE - ILS 3	We are committed to working with partners to make sure that the most vulnerable, at risk and/ excluded children in our community receive the right support to enable them to thrive and have successful adult lives.	Assistant Director - Inclusive Learning Services
	CE - ILS 6	We will collaborate and work in partnership with social care, health and other community partners, so our services work seamlessly for people. We will share information and learning with partners and collaborate for improvement.	Assistant Director - Inclusive Learning Services
	ACE CS17	We will offer work experience placements to young people across Sandwell, including Care Leavers. We will link with colleagues in Childrens services to see how we can best support this initiative to ensure young people gain a positive experience throughout this opportunity.	Strategic Improvement Manager - Corporate Customer
	CE - CCPI 7	We will ensure that Care Leavers have access to a comprehensive 'local offer'	Assistant Director - Commissioning, Partnerships and Improvement

	CE - CCPI 9	We will develop corporate parenting training for elected members and officers	Assistant Director - Commissioning, Partnerships and Improvement
	CE - CCPI 10	We will ensure that Care Leavers have access to quality advice, guidance, support and opportunities so that they are able to access education, employment or training	Assistant Director - Commissioning, Partnerships and Improvement
	F - RB9	Continue to support Care Leavers in Sandwell by awarding Care Leavers Discount through Section 13A Applications	Service Manager Revenues & Benefits
	ASC-PRDS.2	To ensure digital connectivity is in place to replace the remaining analogue telephone system which is currently used by Community Alarms.	Assistant Director - Direct Services
	ACE - CCA 3	Develop a narrative about Sandwell as a place that also has buy in from partners and stakeholders that allows us to tell a new story about Sandwell to regional and national audiences	Communications & Corporate Affairs Manager
	ACE - SI 7	Develop a set of KPI's to monitor progress and outcomes for Child Friendly Sandwell	Assistant Chief Executive
	ACE - SI 8	To work with partners to develop a new approach to place based partnership working in Sandwell	Assistant Chief Executive
	ACE - SI 9	Co-produce the Vision 2023 refresh with partners and embed across the Council	Assistant Chief Executive
	ACE - SI 10	Develop Council Plan for 2025 - 2027	Assistant Chief Executive
	ACE - SI 19	Develop and deliver a continuous improvement framework	Assistant Chief Executive
	CE - CCPI 32	We will work collaboratively with Council colleagues and partners to achieve UNICEF Child-friendly accreditation through a multi-agency working group	Assistant Director - Commissioning, Partnerships and Improvement
	F - ICT 1	Establish a regular ICT / SCT engagement process to ensure the ICT provision for SCT meets the demands of their service and is reviewed on a quarterly cycle	Assistant Director - ICT
	L&A - LS7	We will reconfigure existing case management systems to centralise the recording and monitoring of compliance with corporate information and disclosure requests (FOIA/EIR/SAR), improving efficiency by streamlining processes, building in safeguards and providing improved customer experience.	Assistant Director - Legal and Assurance