

The Best Start in Life for Children and Young People

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4 January - March
First 1000 Days	B1		CH11	Deliver the Family Hubs Programme, creating a network of Family Hubs and spokes which provide services for children 0 - 18 (25 if SEND)	On Track	Work continues to progress. Links with CAMHS have strengthened. We provide direct support to their families once a month via the mobile spoke, CAMSH are also utilising the family hubs for sessions. We have now got four spokes, including Child Development Centre, a school, Lightwood House, voluntary sector and the mobile. We have four peer support providers and are launching their services across our network in April. Our mobile spoke has connected with 711 parents and children in its first quarter of operation. We have commissioned Dadpad, an app for dads. 32 people from a arrange of organisations attended the first training session. A bigger launch is scheduled for June, to coincide with mens mental health week and Father's day.
			PH8	Public Health support to babies and parents	On Track	Data for March still to come in but data is on track
			BE5	Deliver Play, Talk, Read in all libraries	On Track	179 sessions delivered
			BE6	Increase library membership of under 5's through Sandy Bear project	On Track	1081 active users
	B2	We will seek additional support for social mobility projects that address early language, with an intention to increase ability.	CH9	To ensure that all children have a good start to their education by attending good quality early years provision		
B3		We will provide sufficient good school places that offer families choice and confidence that their children can experience high quality education and achieve good educational outcomes.	CH6	Ensure that every child in Sandwell has access to a place in a good or outstanding school	On Track	Specialist place planning continues to be the focus to ensure there are sufficient place to meet existing and future demand
			ACE 27	Our school admission appeals service will grow their offer for the delivery of an impartial and independent admission appeals function	Medium issues/risks/slippage	Webpages for the Team have been launched to advise of the service of the Team. Benchmarking data with neighbouring authorities has been produced and SLA for the service is currently being reviewed to ensure value is obtained for work provided.

Ready for School	B4	We will work with our partners, and the wider community, to support schools to improve attendance and reduce rates of persistence absence	CH5	Attendance is Everybody's Business : Supporting schools to Improving school attendance and reduce persistent absence	On Track	<p>The success of the Council campaign "School Attendance is Everybody's Business" as part of a wider transformation of support to schools to improve attendance is evident in the return to pre-covid levels.</p> <ul style="list-style-type: none"> Transformation of support built on a combination of a skilled workforce, existing good practice, and strong collaboration with our schools and Poor attendance is now recognised as a form of neglect, with vulnerable children cross matched with partners to ensure families get the right support at the right time. Working with School Improvement Advisors to tackle unauthorised and persistent absence, Encouraging the use of a self-assessment tool has supported schools to identify the School Health Nursing and Public Health have helped to produce guidance for managing absence through illness. School-based attendance staff feel supported, are well informed and confident to tackle difficult situation. Working with our DfE advisor provided an ideal opportunity to benchmark our approach and its effectiveness, feedback was that "we have a robust service and plan in place".
	B5	We will work with schools and other learning providers to improve educational outcomes for children and young people.	CH8	To challenge and support schools to raise standards in all key stages to close the gaps with national. Increase the proportion of schools and academies rated good or better by Ofsted.	On Track	No further data update at this point. PEIA project strands for SEND, metacognition and English launched in January / February 2024. Current data for % schools graded Good or better by Ofsted are as follows: Primary 87.2%, Secondary 78.9%, Special & PRU 71.4%, All 85%.
	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.	CH12	Lead on the implementation of the Early Help Strategy in partnership with Sandwell Children's Trust, SCVO and Krunch	Medium issues/risks/slippage	<p>Sandwell applied to become a Families First Pathfinder in Dec 2023, pending notification of the outcome partners agreed that they would continue to work to reconfigure how they worked together in line with the principles of the pathfinder bid.</p> <p>The Children and Families Strategic Partnership held a workshop to consider the structure, functioning and governance of the partnership, this included the Early Help Partnership. A revised structure will be implemented to push the continued implementation of the EH strategy.</p>
			PH17	Relationship and Sex Education	On Track	Sexual health uptake is high and kits are still being returned over 90%. Contract is being reviewed for cost increase inline with the nation AFC factors.
	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.	PH9	School Nursing	Significant issues/risks/slippage	Remediation action notice served, as a result we will not be extending the contract and have started a procurement for 2025 onwards. Legal and procurement involvement.
	B8	We will work with Sandwell Children's Trust to improve the quality of children's social care.	CH15	Continue to support Sandwell Children's Trust to improve the quality of children's social care through robust contract monitoring and management	On Track	<p>SCT continues to maintain performance with only one KPIs in the red zone, for a period of one month, since November 2023.</p> <p>Regular OPB meeting have taken place and the Strategic Partnership Board meeting took place in January. Contract Sum negotiations commenced in September and a sum has been agreed and approved by Cabinet and Full Council.</p> <p>A new set of KPI's have been agreed and these will be measured from the April reporting period.</p>
LG6			Legal and Assurance will provide high quality advice, support and training to Sandwell Children's Trust and assist in improving performance and providing better outcome for children in care	On Track	New service agreement and standards agreed jointly between SMBC and SCT. Extends to includes changes to support frameworks and approaches to case management and file instruction to maximise efficiency and improve performance for both organisations. Regular attendance and engagement through OPB and informal meetings between SCT and MO/AD Legal & Assurance. Agreed shared approaches and communications programme on practice development to improve performance within SCT	

Children & Young People that need more support

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.	CH4	Ensuring the Council maintains a safeguarding oversight of all Children and Young People	On Track	The MASH team continue to provide guidance and support to services across the Council and schools. <ul style="list-style-type: none"> • Review of S175 Audits and tailoring support to schools through Safeguarding reviews • Supporting JAR's and Rapid Review as part of a LCSPPR • Working with DSL's to support & maintain continuous learning • Supporting the implementation of the new Practise Model /; STAR , Strength based, Trauma informed And Relational based.
		CH10	Improve the quality of Personal Education Plans (PEPs) so that funding is appropriately targeted to meet the needs of all Sandwell Children in Care; particularly in closing the attainment gap to peers (LACE Virtual School).	On Track	PEP completion rate (Sept to Dec 23) is 97%. Outcomes 2023- KS1 - Reading 60% only 4% below All Sandwell Children. KS4 4+Eng&Maths 32% up by 11% 2021; Progress 8 -0.69 Sandwell CiC performing 1/2 grade per subject better than All CiC National.
		CH14	Deliver the Corporate Parenting Action Plan, continuing to review and strengthen the corporate parenting function and governance arrangements	Medium issues/risks/slippage	The emotional wellbeing programme launched 8th January, with Barnardo's team now integrated within SCT services. The timeline for the corporate parenting strategy has slipped due to necessity to co-produce with partners and young people. The finalised strategy is due to be presented at CPB in May 24 and to the full council in July 24. Corporate parenting training has progressed and further quality assurance oversight is required with a launch to take place during Corporate Parenting week June 2024.
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.	CH2	Work collaboratively with partner agencies across Health, Children's Trust and Adults Social Care to prepare children/young people with SEND for adulthood from an early age.		
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	CH1	To deliver the requirements of the special educational needs and disability (SEND) Code of Practice and innovate our services across local area to meet needs of C/YP with SEND in Sandwell. Sandwell has seen a 51% increase in C/YP with EHC Plans since 2019, staff capacity to support C/YP and deliver timely EHC Plan within statutory timelines is now a red risk.		
		CH3	To work across agencies to deliver improvements specified in the SEND Operations Board Development Plan and meet aims of the SEND Strategy. Priority areas are: Quality Assurance of Statutory Responsibilities, Workforce development, Improving provision within local area and Improving attainment and progress of C/YP with SEN		

	comprehensive local offer available to children and families	CH7	Maintain the continued and sustained improvement of SEND Transport inc tabling recommendations for a review of the council policy to meet the needs of children, young people and their families.	On Track	Good progress has been made across all workstreams, and in particular SEND 3 to ensure it is in place for September 2024. Newton Europe have been appointed to work alongside the Council to provide additional support to focus on • a review of the Travel Assistance Policy and Post 16 Statement & Offer •working with Inclusive Learning Services to review the eligibility process
B12	We will ensure that emotional health and wellbeing support is in place for children and young people.	PH6	Investment and support of community mental health programmes	On Track	13 Better Mental Health grants have been funded this year with a total commitment of £305,000 to voluntary sector organisations. A variety of programmes have been delivered with a focus on specific communities including older adults, carers, people with disabilities/long-term conditions, people who are blind or visually impaired, people who are deaf or hearing impaired and people from Black, Black Caribbean, Black African, Black British communities.
		CH13	Deliver Phase 2 of Emotional Wellbeing Grant Programme for children and young people in partnership with the VCS.	On Track	Phase 2 has been evaluated and combined with Phase 1 data, 3,053 children and young people have received support within the 'getting help' element of the Thrive model. Phase 3 funding was confirmed through value for money panel and provider continue to deliver within school settings, with preparations underway to deliver programmes within community based settings. Preparations are underway for a VCS event to widen the awareness of the Thrive model, Sandwell's charter mark, collaboration with Sandwell CAMHS.

People Live Well and Age Well

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4
Healthy Lives 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	PH5	Healthy Sandwell advice and referral service	Medium issues/risks/slippage	Provider is catching up with referrals, we are also looking at the primary care teams to start taking on health checks, programme will start to have a two prong approach from 2024/25
			PH10	Stop Smoking Support	On Track	Smoke Free Generation Grant funding for 24/25 is being used to increase capacity of smoking services including digital offer and vapes as harm reduction. Pathways with hospital working on NHS LTP commitments -regular meetings in place. Midwife posts advertised to expand into the smoking at time of delivery.
			PH20	Air Quality	Complete	
	L2	We will invest in the community, voluntary and faith sector through grants, upskilling and co-development.	PH15	Engagement of faith sector in Public Health work	On Track	Sandwell Faith Sector Network and Faith Sector Board have been refreshed. The Board now has membership from all of the 4 key faiths in Sandwell and is engaging with a diverse array of topics, challenges and opportunities. The Faith Sector & inclusion Development Officer is on track to develop new metrics to measure success and impact on this area for 24/25
	L3	We will continue to prepare for emerging Health Protection risks and support uptake of all vaccination programmes to protect our population.	PH4	Going support with vaccination programmes (COVID and flu)	On Track	Vaccine programmes have been rolled out and promoted from the new year. School programmes have been rolled out as cases of measles have begun to gip
			PH7	Outbreak Management	On Track	Managing outbreaks and any issues from measles as they arise.
	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.	PH18	Falls Prevention	On Track	Procurement process for tender advertisement has been completed and evaluation panels done. Current programme still to complete final quarter (May - July 2024) and is progressing well. To date there have been 358 referrals exceeding the annual target.
	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	PH3	Healthy eating and weight management	On Track	New provider in place for Tier2 weight management, currently delivering 11 sessions per week, target of 20 on track for end May

		PH12	Inclusive cycling programme	On Track	
		PH14	Greenspaces utilisation	On Track	11 weekly session for last quarter 73 new participants and 708 attendances. all issues have been addressed.
		PH16	Expand the Charter Mark framework into the Voluntary and Community Sector	On Track	3 year SLA on track engaging with schools for 24/25
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.	ASC10	Embedding Strengths Based Practice Project.	Complete	Project Plan with milestones in place.
		ASC17a	Refresh existing market position statement.	Medium issues/risks/slippage	The draft Market Position Statement was approved by the Adult Social Care Commissioning Board on the 16th April 2024. The document is currently being designed by the Communications Team and will be presented to the Cabinet Member for Health and Social Care and the Leadership Team.
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.	ASC17b	Dynamic market position statement.	Medium issues/risks/slippage	No change in terms of the Dynamic Market Position Statement but good progress on refreshing the existing Market Position Statement as above.
		ASC33	Dynamic market position statement.	Medium issues/risks/slippage	The Social Care Institute for Excellence's (SCIE) diagnostic work took longer than expected and was completed March 2024. The findings of the report was presented to the Director of Adult Social Care, Assistant Directors and Operational Heads in March 2024. A further meeting with the Director of Adult Social Care and Assistant Directors was held to agree the next steps to action embedding Strengths Based Practice.
		ASC52	Embedding Strengths Based Practice Project.	Medium issues/risks/slippage	The Social Care Institute for Excellence's (SCIE) diagnostic work took longer than expected and was completed March 2024. The findings of the report was presented to the Director of Adult Social Care, Assistant Directors and Operational Heads in March 2024. A further meeting with the Director of Adult Social Care and Assistant Directors was held to agree the next steps to action embedding Strengths Based Practice.
		H2	Develop an alternative operating model for Shop Mobility	Complete	Completed in previous quarter.

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.	ASC8	To ensure all Adult Social Care web pages have been updated to provide easily accessible information, advice and guidance.	Complete	All Adult Social Care web pages have been updated and live on new council website. Accessibility rating improved from 350th to 22nd UK councils from the old to the new web pages.
		ASC31	To continue updating the Adult Social Care web pages as and when required throughout the year. Adding accessibility elements to the website to support residents access information on the website.	Complete	The Adult Social Care web pages are live and we continue to update. Elements to support residents to access information have been added. All pages are WCAG compliant.
		BE2	Contract management for leisure services inc. establishment of new LATC	Complete	
		BE8	CWG legacy (cycling, walking, accessibility) delivery of long-term infrastructure (council also go in stronger communities)	Complete	Community sport plan in delivery phase.
		BE9	Develop sustainable business model for Living Well Leisure	Complete	
		BE11	Plan and launch Aquatics Centre	Complete	
		BE12	Programme of cultural events and activities across all libraries and museums	On Track	391 events with 5953 attending
L8	We will continue to support access to food through food banks and opportunities for children in school holidays.	ASC23	To continue to monitor demand on Enquiry Service in light of current economic situation. Especially in relation to cost of living crisis and fuel crisis.	Medium issues/risks/slippage	Demand continues to be monitored and does not match capacity. A number of transformation approaches are being considered for the Adult Social Care customer journey work, alongside the implementation of the new corporate contact centre solution due in July/August 2024. A report was presented to the Adult Social Care Directorate Management Team in February 2024 to consider the resources currently allocated to this service, however additional resources were declined due to the 12 diagnostic work being undertaken by our transformation partner which will inform potential future changes we want to see in service.

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.	PH6	Investment and support of community mental health programmes	On Track	13 Better Mental Health grants have been funded this year with a total commitment of £305,000 to voluntary sector organisations. A variety of programmes have been delivered with a focus on specific communities including older adults, carers, people with disabilities/long-term conditions, people who are blind or visually impaired, people who are deaf or hearing impaired and people from Black, Black Caribbean, Black African, Black British communities.
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.	R1	Develop and implement council-wide programme of carbon literacy	On Track	Carbon Literacy training completed for 21 Directors/Assistant Directors. Training for elected members to be arranged following elections. Meetings with L&D taking place to discuss options for wider roll out.
		R2	We will deliver the Active Travel projects funded by both Towns Fund Programme and City Region Sustainable Transport Settlement	On Track	ATF projects on site and will complete in first half of 2024/25. Smethwick Towns Fund project due to complete in June. Rowley Regis and West Bromwich projects will commence delivery in first half of 2024/25.
L11	We will ensure continued investment into health and wellbeing services including drugs and alcohol, adult obesity and smoking cessation.	PH1	Drug Misuse Services	On Track	Latest updated outturn data shows that Sandwell has further reduced its level of drug related deaths (now 2.1 per 100,000 for 2019-2021) - again this is statistically significantly lower than regional and national level. Systems in place including our Early Warning System and local intelligence reporting ensure we can get important info out to those at risk. Police have now agreed to carry naloxone again -which will further help
		PH2	Alcohol Misuse Services	On Track	Alcohol Care Team based in the hospital continue to deliver excellent work in reducing alcohol related A&E and hospital admissions. Review of system wise alcohol offer using Alcohol CLEAR audit tool. Increasing profile of Public Health within licensing decisions via new Alcohol Project Manager who started during this quarter
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.	PH11	Public Health marketing campaigns	On Track	Move more campaign was cancelled, we have been promoting family hubs, early year activities and upgrading the healthy Sandwell website for better and comprehensive engagement
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.	PH13	Sandwell Stride programme and digital app-based walking offer	On Track	Walks continue to take place each week with weekly walks seeing on average 100-200 participants each week from Jan – March 2024; Number of walks: 15 Number of attendances: 1,829 total with average weekly attendance of 140 Number of newly trained leaders: 1

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.	ASC2	Prioritisation and delivery of Discharge 2 Assess Action Plan.	Medium issues/risks/slippage	Indicative priory areas for intermediate care are Integrated Discharge HUB, Pathway 2 and Maintaining Performance (awaiting confirmation from Senior Management Team). Action plans and national requirements including the High Impact Changes have been mapped against these priority areas. Over 60 actions and projects identified. Meeting being held on the 29th April 2024 for intermediate care Senior Leads to re-prioritise the workplan, identify owners for each area and delivery timescales.
		ASC35	Implementation of Charging Reform/Care Cap.	Complete	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Adult Social Care are currently awaiting further information from the government and will reschedule the action when further information is received.
		ASC56	The Local Authority will need to implement the Charging Reform. As part of the charging reform a Care Cap is being introduced on the amount a person with eligible care and support needs, will spend on their care in their lifetime.	Complete	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Adult Social Care are currently awaiting further information from the government and will reschedule the action when further information is received.
		ASC57	The Local Authority will need to implement the Charging Reform. As part of the charging reform a Care Cap is being introduced on the amount a person with eligible care and support needs, will spend on their care in their lifetime.	Complete	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Adult Social Care are currently awaiting further information from the government and will reschedule the action when further information is received.
		ASC59	Go live with supported living framework.	Medium issues/risks/slippage	No further development since the last report. We will review the position when our 2nd Transformation partner is appointed in May 2024 as part of our Commissioning Intentions.
L15	We will promote access to employment opportunities for people with learning disabilities and those with mental ill health.	PH.6	Investment and support of community mental health	On Track	13 Better Mental Health grants have been funded this year with a total commitment of £305,000 to voluntary sector organisations. A variety of programmes have been delivered with a focus on specific communities including older adults, carers, people with disabilities/long-term conditions, people who are blind or visually impaired, people who are deaf or hearing impaired and people from Black, Black Caribbean, Black African, Black British communities.
		ASC6	Review and option appraisal for in-house day service offer.	Complete	12 week pathway staff team established and launch completed.

L16	We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice.	ASC20	Implement new Day opportunities model across the market.	Medium issues/risks/slippage	We have engaged a transformation partner together with the corporate transformation team who are starting work with us in May 2024. They will be working with us to look at greater opportunities for personalisation, which includes promoting direct payments as an alternative to direct or commissioned provision, and ensuring that our systems are accessible and easy to use for our residents and staff.
		ASC30	Implement outcome of the options appraisal for both community and building based day service offer.	Complete	Postural care plans being identified per individual in co-production with Health, physio & Occupational Therapists. Options and recommendations for operating model to be completed June 24.
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.	ASC9	A review of Safeguarding Improvement Plans.	Complete	The Safeguarding Improvement Plan continues to be reviewed on a monthly basis. Having completed the actions this is due to be signed off at DMT in May and then move to a BAU and performance of the team will be monitored via DMT.
		ASC18	A new Sandwell Safeguarding Adults Board Strategic Plan to be in place in 2024 and action plan to be reviewed and revised from an Adult Social Care perspective in response to the new strategic plan.	Medium issues/risks/slippage	The new strategic priorities for 2024-2026 will be agreed at the Sandwell Safeguarding Adults Board Development session on the 10th October 2024.
		ASC 19	Adult Social Care response to Sandwell Safeguarding Adults Board Strategic Plan.	Complete	The Sandwell Safeguarding Adults Board Strategic Plan has been reviewed and actions are monitored via the workstreams that are in place.
		ASC11	Adult safeguarding improvements in practice and performance. Monitor progress and review need for new actions.	Medium issues/risks/slippage	There is a further reduction in contact and duty backlogs. Staffing levels have increased and were a full establishment of social workers (agency staff) including extra staffing resource to clear the backlog. The permanent recruitment of staff is taking place however this has been delayed due to the introduction of the Value for Money/Vacancy Management Panels processes.
		ASC34	Implementation and review of Liberty Protection Safeguards (LPS).	Complete	The implementation of Liberty Protection Safeguards is currently on hold by the government, this action will be rescheduled when further information is received.
		ASC36	Implementation of the operational model in relation to Liberty Protection Safeguards (LPS).	Complete	The implementation of Liberty Protection Safeguards is currently on hold by the government, this action will be rescheduled when further information is received.

ASC37	<p>Liberty Protection Safeguards (LPS) will replace Deprivation of Liberty Safeguards (DoLS).</p> <p>LPS will provide a framework for people aged 16 and above to determine whether a deprivation of liberty is necessary and proportionate to enable care or treatment for the individual.</p>	Complete	<p>The implementation of Liberty Protection Safeguards is currently on hold by the government, this action will be rescheduled when further information is received.</p>
ASC51	<p>Embedding learning from Safeguarding Adult Reviews and Serious Case Reviews.</p> <p>Establish a clear procedure for learning in Sandwell for all levels of Adult Social Care to disseminate information and raise awareness.</p> <p>Frontline practitioners to be clear of the organisations approach to learning and developing a culture of learning.</p>	Medium issues/risks/slippage	<p>We have continued to review the Quality Assurance Framework and continued to deliver bespoke sessions for staff.</p> <p>Adult safeguarding audits have identified training for staff and managers across teams. Continuing to work with Learning and Development to plan safeguarding training for managers and staff.</p>
ASC1	<p>Operating model for intermediate care services.</p>	Medium issues/risks/slippage	<p>Operating model for STAR and Harvest View in place.</p> <p>There is currently a draft Intermediate Care Operating Model which requires some amendments following consultation with the Assistant Directors and will need to obtain input from the SWBH Clinical Lead - this has been delayed due to capacity.</p>
ASC3	<p>Joint Equipment Stores site development and relocation of Community Alarms.</p>	Medium issues/risks/slippage	<p>A decision was made to progress the move of Community Alarms to Dolton Way and deal with any potential issues with A1 Clutches as they arise. Correspondence sent to A1 Clutches advising of move and necessity of a 24 hour operating model for the Community Alarms Service to support vulnerable people.</p> <p>Community Alarms have now relocated to Dolton Way with Joint Equipment Stores on the 30th April 2024. Successful transfer of telephone and alarm systems for all Community Alarm users. Tested contingency plans with Birmingham Community Alarms Service backup which was successful. Joint equipment stores expanded warehouse facility to go live May 2024, ahead of schedule.</p>
ASC4	<p>Established intermediate care service in relation to an integrated offer across all partners.</p>	On Track	<p>Redesign of STAR in relation to the wider intermediate care offer consultation has been completed, were just awaiting for the notice of change needs to be provided - on track to be completed by May 2024 The rollout will be in June/July2024.</p> <p>The development of intermediate care and reablement services for Harvest View has been implemented on the top floor which opened January 2024.</p>

ASC5	Established intermediate care service in relation to social care operating models.	On Track	<p>Redesign of STAR in relation to the wider intermediate care offer consultation has commenced and on track to be completed by May 2024. Launch of new service in partnership with health therapy teams and alongside the new PIP reablement pathway to go live in July 24.</p> <p>The development of intermediate care and reablement services for Harvest View has been implemented on the top floor which opened January 2024.</p>
ASC7	Options appraisal on STAR service due to impact of Discharge 2 Assess.	Complete	An options appraisal was completed and agreed at the Directorate Management Team and the Joint Partnership Board Meetings as the agreed way forward for STAR, the actual project to deliver the appraisal will be in May/June 2024.
ASC15	<p>Establish a programme of complete actions required for the transformation of social work and therapy including the following elements:</p> <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care 	Complete	A programme of complete actions established for transformation of social work and therapy

ASC16	<p>Implement the transformation programme identified for social work and therapy:</p> <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care 	On Track	<p>All programme of actions are monitored via the Care Quality Commission (CQC) Action Plan and relevant lead for each of the four themes in the plan.</p> <ul style="list-style-type: none"> • Integrated Town Teams - These have been established in the 6 towns and meet with partners on a regular basis. • Reviews - A dedicated Strength based project for reviews is in place. • Liberty Protection Safeguards - The implementation is currently on hold by the government. • Community DoLS - Processes and procedures are being updated and will be linked to the Tri.x implementation. • Workforce Strategy - has been completed and approved. • Staff Survey - A presentation of the results was presented to DMT and the Op's Managers in order for each Op's Head to discuss with their teams and assist in developing actions on key issues in their areas. Action to be completed mid May 2024. • Charging Reform - The implementation is currently on hold by the government. • Adult Social Care Process and Procedures - The Tri.x Implementation Project is ongoing. • Direct Payments - Adult Social Care has a project team in place and the policies and procedures will be reviewed via the Tri.x Project. • Appointeeship - The policies and procedures will be reviewed via the Tri.x Project. • Adult Social Care Restructure - The Adult Social Care Restructure has been completed. • Creation of Learning Disabilities/Autism Team - The specialist Younger Adults, Learning Disability and Autism team has been created. Project Group are continuing to look at the operating model. • Continuing Health Care (CHC) - Our CHC lead is working with partners to develop a robust and consistent CHC pathway for Sandwell residents. The Project Group will look at the operating model.
ASC21	<p>Commissioning Place Based Model - map current commissioning model and activity across place to identify any duplication or gaps.</p> <p>Establish a Place Based Commissioning Board.</p>	Complete	<p>We have reviewed the Joint Partnership Board and incorporated the Commissioning Board Terms of Reference.</p>
ASC22	<p>Agree a position in response to market requests for uplifts and agreed annual increases.</p>	Complete	<p>There are many separate elements to this including dealing with issues within the existing day services markets.</p>
ASC24	<p>Monitor progress against key performance indicator's through performance management dashboard.</p>	Medium issues/risks/slippage	<p>Phase 1 of the Partnership data reporting is complete. Phase 2 has commenced which will include Community delay reason reporting. LAS and Unity changes are required which is delaying implementation. P2 bed modelling has commenced with support from the Integrated Care Board Business Intelligence Team. A rolling data program at weekly intermediate care Senior Leads group has been introduced covering Program Delivery Group reporting, Community data and Acute data to ensure regular oversight.</p>

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.

ASC25	Agree a position in response to market requests for uplifts and agreed annual increases.	Complete	A three year financial plan was agreed by Cabinet in August 2022. Also received the Market Sustainability and Improvement Funding to support uplifts to the market which has now been confirmed for a further 2 years.
ASC26	Agree a position in response to market requests for uplifts and agreed annual increases.	Complete	A three year financial plan was agreed by Cabinet in August 2022. Also received the Market Sustainability and Improvement Funding to support uplifts to the market which has now been confirmed for a further 2 year
ASC28	Develop a Co-production Strategy with place based partners, citizens and carers.	On Track	<p>The Adult Social Care commitment to co-production was approved at the Health and Wellbeing Board in December 2023 and launched at the staff briefing in March 2024. this is now a live document on the Adult Social Care intranet page. Implementation will be ongoing and dependent on staff, resources and capacity. Proposal for x2 staff is underway to support delivery, Public Health approval required for the budget.</p> <p>The co-productising charter has been shared in draft and approved at Wider Leadership Team. Final draft is being shared with partners prior to a formal launch. Date to be agreed.</p>
ASC29	To upgrade the Walker Grange accommodation and communal areas in order to provide a modern service at the Grange.	Medium issues/risks/slippage	Work has commenced on the 6 vacant properties with significant progress to modernise and refurbish the properties. Weekly updates on the progress of the phase 1 work is provided by the housing team. There is currently a review of HRA finances and the viability of undertaking further refurbishment work this financial year. Housing colleagues are currently undertaking this review and will report back with recommendations to leadership and Cabinet.
ASC32	As technology develops continued review of new opportunities available for deployment.	On Track	<p>We are now rolling out the Ethel remote monitoring system and have recruited a consultant to lead on the development of TEC and the Digital Strategy, the strategy will be in place by September 2024.</p> <p>Adult Social Care are also exploring opportunities to use AI across directorate with the support of our transformation partner.</p>
ASC38	Realignment of intermediate Social Work Team with Community Social Work Teams.	Complete	The realignment of intermediate Social Work Team with Community Social Work Teams is complete.
ASC39	<p>Fair Cost of Care Exercise.</p> <p>Implement outcomes of mandated cost of care.</p> <p>Undertake cost of care exercise for supported living market.</p>	Complete	Fair cost of Care exercise completed for mandated services and supported living market.

ASC40	<p>Fair Cost of Care Exercise.</p> <p>Implement outcomes of supported living cost of care.</p> <p>Undertake cost of care exercise for day services and complex residential care.</p>	Complete	<p>There are no plans to continue with day services and residential care at the moment whilst we explore the framework opportunities.</p>
ASC41	<p>Identify resources to scope, develop and rollout digital offer and integrated communications.</p> <p>Initial implementation focussed on in-house services</p>	On Track	<p>We are now rolling out the Ethel remote monitoring system and have recruited a consultant to lead on the development of TEC and the Digital Strategy, the strategy will be in place by September 2024.</p> <p>Adult Social Care are also exploring opportunities to use AI across directorate with the support of our transformation partner.</p> <p>There is an allocated budget to rollout the programme and also place based resources to support the work.</p>
ASC42	<p>Commissioning Place Based Model - Agree a Market Development Strategy which defines current gaps in provision and how these will be addressed across place together with agreed commissioning priorities for development.</p>	Complete	<p>We now have a Market Development Strategy in place which has been published.</p>
ASC43	<p>Identify resources to scope, develop and rollout digital offer and integrated communications.</p> <p>Testing market and digital rollout.</p>	On Track	<p>We are now rolling out the Ethel remote monitoring system and have recruited a consultant to lead on the development of TEC and the Digital Strategy, the strategy will be in place by September 2024.</p> <p>Adult Social Care are also exploring opportunities to use AI across directorate with the support of our transformation partner.</p> <p>There is an allocated budget to rollout the programme and also place based resources to support the work.</p>
ASC44	<p>Walker Grange fully developed and modernised.</p>	Medium issues/risks/slippage	<p>Work has commenced on the 6 vacant properties with significant progress to modernise and refurbish the properties. Weekly updates on the progress of the phase 1 work is provided by the housing team. There is currently a review of HRA finances and the viability of undertaking further refurbishment work this financial year. Housing colleagues are currently undertaking this review and will report back with recommendations to leadership and Cabinet.</p>
ASC45	<p>Implement agreed STAR operating model integrated with I Cares and Harvest View to deliver intermediate care at home.</p>	On Track	<p>Consultation with staff and unions on the new operating model now complete and were on track to role out the new model in July 2024.</p>

ASC47	Walker Grange Work undertaken to implement upgrade and develop dementia offer.	Medium issues/risks/slippage	Work has commenced on the 6 vacant properties with significant progress to modernise and refurbish the properties. Weekly updates on the progress of the phase 1 work is provided by the housing team. There is currently a review of HRA finances and the viability of undertaking further refurbishment work this financial year. Housing colleagues are currently undertaking this review and will report back with recommendations to leadership and Cabinet.
ASC49	Implement agreed STAR operating model integrated with I Cares to deliver intermediate care at home.	On Track	Consultation with staff and unions on the new operating model now complete and were on track to role out the new model in July 2024.
ASC50	Review progress and refresh the transformation programme identified for social work and therapy: <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care 	On Track	<p>All programme of actions are monitored via the Care Quality Commission (CQC) Action Plan and relevant lead for each of the four themes in the plan.</p> <ul style="list-style-type: none"> • Integrated Town Teams - These have been established in the 6 towns and meet with partners on a regular basis. • Reviews - A dedicated Strength based project for reviews is in place. • Liberty Protection Safeguards - The implementation is currently on hold by the government. • Community DoLS - Processes and procedures are being updated and will be linked to the Tri.x implementation. • Workforce Strategy - has been completed and approved. • Staff Survey - A presentation of the results was presented to DMT and the Op's Managers in order for each Op's Head to discuss with their teams and assist in developing actions on key issues in their areas. Action to be completed mid May 2024. • Charging Reform - The implementation is currently on hold by the government. • Adult Social Care Process and Procedures - The Tri.x Implementation Project is ongoing. • Direct Payments - Adult Social Care has a project team in place and the policies and procedures will be reviewed via the Tri.x Project. • Appointeeship - The policies and procedures will be reviewed via the Tri.x Project. • Adult Social Care Restructure - The Adult Social Care Restructure has been completed. • Creation of Learning Disabilities/Autism Team - The specialist Younger Adults, Learning Disability and Autism team has been created. Project Group are continuing to look at the operating model. • Continuing Health Care (CHC) - Our CHC lead is working with partners to develop a robust and consistent CHC pathway for Sandwell residents. The Project Group will look at the operating model.
ASC53	Seamless Transition from Children's services to Adults services. Map out the current transitional model.	On Track	Adult Social Care are currently in the process of commissioning a transformation partner to begin work on mapping out the transitional model as part of the Corporate/Adult Social Care Transformation Programme.

ASC54	<p>Seamless Transition from Children's services to Adults services.</p> <p>Robust pathway for Looked After Children (LAC) and Care Leavers who may be eligible for adult social care services.</p>	On Track	Implementation of the project will commence once the diagnostic is completed by our transformation partner.
ASC55	<p>Seamless Transition from Children's services to Adults services.</p> <p>The intention is to create a seamless and robust pathway from a child-centred care system to adult strength based orientated services.</p>	On Track	Adult Social Care are currently in the process of commissioning a transformation partner to complete diagnostic work as part of the Corporate/Adult Social Care Transformation Programme.
ASC58	Re-commission PIP Pathway, Domiciliary care provision to deliver outcomes focussed reablement support alongside intermediate care at home service.	Complete	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Adult Social Care are currently awaiting further information from the government and will reschedule the action when further information is received.
ASC60	Commissioning Place Based Model is in place.	Complete	Commissioning Place Based Model is in place. All commissioning activity for Place is being managed through the Joint Partnership Board.
ASC61	To rollout the Implementation of the E-brokerage system to support the wider social care provision.	Medium issues/risks/slippage	Ongoing conversations with Hospital Brokerage are taking place to roll out the pilot programme.

Choice and Independence	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.	ASC27	Implement agreed Carers Strategy and Delivery Plan. Review current commissioned services to ensure fit for purpose and agree revised commissioning plan.	On Track	The carers support service engagement is live to plan the new carers service that will also deliver on the strategy. Engagement is underway with over 80 online surveys completed to date and a range of public and professional stakeholder groups. A co-production group is being developed to design the specification. Engagement closes 15th May 2024. Partners have been requested to share how they are delivering on the strategy and this information is being captured on a refreshed delivery plan. New service planned to go live June 2025 following award of tender and mobilisation period. Grants have been administered to carer organisations to continue delivery and support carers.
	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.	ASC46	Review and refresh Carers Strategy.	Complete	Strategy was reviewed with partners November 2023, no refresh required as deemed reflective and fit for purpose. Communications released to promote strategy.
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.	ASC12	An approved and resourced workforce strategy for social work and therapy is implemented.	Complete	The permanent recruit of staff is taking place as wider ASC recruitment campaign.
			ASC13	An approved and resourced workforce strategy for social work and therapy is in place.	Complete	The Adult Social Care Workforce Strategy has been completed and signed off for the directorate. An Action Plan to improve recruitment, retention and workforce development is in place and updates are provided to the Adult Social Care Transformation Board.
			ASC14	Develop a comprehensive workforce strategy for social work and therapy to improve recruitment and retention.	Complete	The Adult Social Care Workforce Strategy has been completed and signed off for the directorate. An Action Plan to improve recruitment, retention and workforce development is in place and updates are provided to the Adult Social Care Transformation Board.

Strong Resilient Communities

CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4
C1	We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan.	PH19	Community champions programme	Complete	
		ACE5	Bring together governance arrangements and budgets to ensure VCS grants are aligned to corporate objectives	Medium issues/risks/slippage	Awaiting completion and recommendations from strategic review of VCS grants by external consultants. Recommendations from the review will include how future grants will be distributed. Scope of project to be determined by Assistant Chief Executive at end of review. Procurement process not yet started to appoint Consultancy firm to undertake the review. Anticipated start date for review is May 2024 with review period of 3 months.
		ACE6	Voluntary Sector Support - ensure grants given to the voluntary and community sector by the council conform to the Voluntary & Community Sector Grant Funding Guidance and Procedures and wider Financial Regulations, and deliver value for money in achieving the council's strategic priorities	Complete	
C2	We will deliver the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal Funding.	R3	We will deliver the agreed Town Deals in collaboration with our partners (NHS, Sandwell College, Canal & River Trust) across Rowley Regis, Smethwick and West Bromwich	Medium issues/risks/slippage	Although progress has been made with projects progressing to being on site/completed, there are still risks relating to final cost plans in the process of being agreed over the next couple of months. Budget pressures are a risk for unforeseen works required, however, as projects progress through delivery, some of these risks are reduced. There are a couple of projects where acquisitions are taking longer than expected due to the negotiations required with land owners. These will be reviewed over the next 6 months to ensure project delivery within the timeframe or to look at alternative options.

Vibrant Community

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.	BE12	Programme of events and activities across all libraries and museums	On Track	391 events with 5953 attending
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.	BE27	Development of Heritage Strategy for the Borough	Medium issues/risks/slippage	Cultural Strategy to be funded from CWGLE funding. Additional post being recruited to deliver
		BE36	Playing Pitch Strategy	Complete	
		ACE 28	Undertake a review of Neighbourhood Working arrangements and governance	On Track	Review complete, report and recommendations to be presented to Cabinet in June 2024.
		BE37	Customer Access and Management	Complete	Waste and Street Cleansing workflow now BaU for Business Management Team
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.	BE30	Implementation of PSS Ultimate for green services, green spaces, and service assets and stock tracking	Complete	Currently in use
		BE31	Delivery of trees strategy and planting programme for 23/24 planting season	On Track	c 2000 trees now planted as part of MoreWoods, HCBL and other tree planting schemes as part of wider improvement works. 2,700 trees to be funded in 2024/25 as part of the Community Living Heritage Fund.
		BE32	Delivery of 23/24 Green Spaces Strategy Objectives.	Medium issues/risks/slippage	Minor slippage across some items (inclement weather etc). All major projects on track for delivery. All slippage to be covered in Q1 of 2024/25.

		BE46	Develop 10 year green spaces master plan and funding plan (based on improvement plan and assets review).	Complete	
		LG8	Through our bereavement teams, we will strive to maintain and approve Green Flag status in our cemeteries and crematoria, whilst also working to enhance our existing and new cemeteries and crematoria	On Track	Submissions have been sent in by agreed date
	C6	BE12	Programme of events and activities across all libraries and museums	On Track	391 events with 5953 attending
Culture	C7	BE7	Delivery of Libraries and Archives Strategy including rollout of Library+ (a new model of delivery)	Medium issues/risks/slippage	7 libraries live - some snagging issues with door operations have held up progress. Now expected to complete in Q1 2024-25
		BE10	Deliver feasibility and funding strategy for new Archives Centre	On Track	Feasibility complete. Cabinet paper 7th February to agree funding strategy
	C8	BE35	Leisure Built Facilities Strategy	On Track	Leisure Strategic Review project commenced and included in Corporate Transformation Programme.
		R4	We will develop and commit to delivering a Commonwealth Games Legacy Plan which ensures sustainable economic, wellbeing and cultural benefits of the Games for our communities.	Complete	
		R5	We will deliver the Legacy Build phase for the Sandwell Aquatics Centre and make facility available for public use from Summer 2023.	Complete	

	C9	We will showcase local, regional, national and international talent in an engaging and inspiring programme of events.		Programme of cultural events and activities ad	On Track	391 events with 5953 attending
	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.	BE28	Approved Master Plan for Sandwell Valley (10 year plan)	On Track	Public consultation completed. Presented to Cabinet on March 13.
			BE29	Delivery of Forge Mill Farm Education and Outreach Barn Project	Medium issues/risks/slippage	Main contractor progressing well. Minor slippage- 24.5 Days lost due to inclement weather. Second EOT expected. Expected handover 3rd of June. Play Equipment provider appointed following tender. Start date on site 7th of May for completion Friday 21st June.
Green	C11	We will work with partners to deliver initiatives that will help up to achieve our climate change strategy and the target of being a carbon neutral borough by 2041.	R6	Produce Corporate Climate Change Action Plan to ensure we can meet our 2030 and 2041 targets for carbon neutrality	Complete	Monitoring tool populated and to be used in bi monthly Programme Board and quarterly Member Steering Group meetings
	C12	We will embed climate change considerations into our decision making to enable us to become a carbon neutral council by 2030.	H15	Plan for replacement of diesel fleet with sustainable fuel vehicles	On Track	Working to align with corporate approach Delivery of electric vehicles for fleet? IP?
	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	BE18	Support the delivery of SMBC Carbon reduction action plan	On Track	See Corporate Fleet Review
san	C14	We will improve and transform our street cleansing programmes post Covid.	BE43	Deliver hot spot solutions group to deal with long standing sites for embedded fly tips, ASB and other issues relating to the urban environment	On Track	Hotspot gang are allocated to mowing from mid March to Nov, 103 hotspot sites completed between Nov 23 - Mid March 24

Cle	C15	We will increase recycling rates and encourage cultural change.	BE1	Contract Management for wate services including introduction of charging for garden waste	On Track	Garden waste now BaU. Alternative Collection Methodology business case under development.
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.	BE13	Delivery of Domestic Abuse Strategy to continue to improve community safety	On Track	Numbers of Domestic Abuse Crimes / Non Crimes reported to police TBC, Nos accessing Multi Agency Training 275 ; MARAC cases 238
			BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Q4 report to SSP 26th April and Annual Report. Update to Scrutiny Panel 17/3.
	C17	We will continue to work with partners and agencies to ensure that there is a joined up and effective approach to hate crime.	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Q4 report to SSP 26th April and Annual Report. Update to Scrutiny Panel 17/3.
	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.	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Q4 report to SSP 26th April and Annual Report. Update to Scrutiny Panel 17/3.
	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	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Q4 report to SSP 26th April and Annual Report. Update to Scrutiny Panel 17/3.
			BE14	Implement a zero tolerance approach to perpetrators of fly tipping and landowners who fail to clear fly-tipped waste from their land.	On Track	There were 3,116 fly tips attended in Quarter 4. The cost of removal was £148,157
			BE16	Deliver more effective integrated enforcement	Medium issues/risks/slippage	Report taken to Leadership 16 April 2024. Agreed the IE case management approach to be a transformational project. Data systems work underway but some slippage due to data issues but plan to remedy is in place.

C20	We will deliver more responsive, robust and co-ordinated and integrated enforcement service across the council.	BE42	Report to Cabinet for Enforcement of Moving Traffic Contraventions Approval	Significant issues/risks/slippage	Decision delayed
		BE43	Deliver Hot Spot Solutions Group to deal with long standing sites for embedded fly tips, ASB and other issues relating the urban environment	On Track	Hotspot gang are allocated to mowing from mid March to Nov, 103 hotspot sites completed between Nov 23 - Mid March 24
		LG9	We will work with colleagues across the council and be a key player on the board providing strategic advice and strategy to make our communities a safer place	On track	MO/AD meeting regularly with Directors/ADs and Service Managers across all Directorates. Improved engagement introduced for all legal services, more responsive structures introduced aligned to pipeline work for each area of corporate priority.

Quality Homes in Thriving Neighbourhoods

CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4 January - March	
ie for Everyone	H1	R7	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.			
		R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.			
	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.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.		
	H3	H3	Implement revised policy statements to maximise the use of Disabled Facilities Grant funding	On Track	Policies approved during QTR1 (June 2023). Policies are now in place and operational. The new policies are available via the council's website. For the year 2023-24 278 grants have been approved and 371 grants have been certified as complete.	
		H4	In Partnership with Adult Social Care, access the Housing Transformation Fund to support Independent Living	Complete	Work to properties at Walker Grange nearing completion. Other work with adult Social Care and use of DFG reserves being pursued as part of Adults Transformation Plans	
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.	H1	Review of the Housing Offer for Young People, including Care Leavers	Complete	St Basils Scheme live. Collaborative working with the Children's Trust has resulted in positive amendment to priority banding for applicants looking to secure larger properties for fostering.	
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.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.			

A Hour	H6	We will incorporate renewable energy measures into the design of new-build Council homes.	R7	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.		
	H7	We will work to identify the needs of the most vulnerable people in Sandwell and work upstream to prevent homelessness where ever possible.	H14	Delivery of Homeless & Rough Sleepers Implementation Plan	On Track	The strategy delivery plan is progressing very well with 19 of the 35 actions complete and a further 12 on track to be completed by target date (31 of the 35 in total). There is only one action that is significantly off track which relates to further partnership work around intervention points and potential wider system redesign. This is in part due to relatively low partner engagement throughout the 2023/24 year, however, the last meeting held in quarter 4 saw improved levels of engagement and has helped progress partnership developments.
	H8	We will work to prevent and end rough sleeping.	H14	Delivery of Homeless & Rough Sleepers Implementation Plan	On Track	The strategy delivery plan is progressing very well with 19 of the 35 actions complete and a further 12 on track to be completed by target date (31 of the 35 in total). There is only one action that is significantly off track which relates to further partnership work around intervention points and potential wider system redesign. This is in part due to relatively low partner engagement throughout the 2023/24 year, however, the last meeting held in quarter 4 saw improved levels of engagement and has helped progress partnership developments.
	H9	We will explore all options for housing delivery, including new partnerships and new funding opportunities.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.		
	H10	We will raise the standard and safety of homes in the private rented sector and bring more empty homes back into use.	H9	Pro-active enforcement of Standards across Private Rented Accommodation	Medium issues/risks/slippage	We have lost two inspector posts and our pathfinder project has hit funding issues with DLUHC. We are implementing three new computer systems and we are changing how our licensing systems work. We have lost our Landlord Support Senior who managed a large number of staff. This has meant we have had to spend some time working to steer the team rather than progress our ambitions. we are working hard to recruit and get new systems implemented to get us back on track this new financial year.
			H10	Implementation of Empty Homes Strategy	On Track	The new Empty Property Officer is in post and is making significant progress in addressing the empty properties in Sandwell and in implementing the strategy. The delays in recruitment have meant that we have slower than planned progress at the start of the year but making up ground quickly as a lot of prep work was done to enable the officer to move quickly when in post. We expected to see a increase in empty property hits for Q4 and we have seen 5 properties brought back in to use and another 4 progressing through various stages of work to bring them back in to use. We are at the latter stages of developing our new interest free loan offer for property owners to bring their property back in to use and ideally for use in housing for families who are homeless. We expect this to be formally launched in Quarter 2 of the new financial year.
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.	H15	Bid for funding and delivery of projects to retro fit properties to support climate change objectives	On Track	SHDF Wave 2 in on track deliver by target September 2025

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.	H7	Refresh the Asset Management Strategy for HRA stock	Medium issues/risks/slippage	Cabinet paper withdrawn. Decision made by leadership team to re-submit once some stock condition data available. In Q1 new consumer standards will come into force from 1/4/24S Stock condition work has commenced, once 1200 (5%) properties have been assessed we will be able to conduct analysis to projected outcomes. We will be able to draw business plan level conclusions on the condition of the stock.
	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.	H6	Respond to findings from the tenant satisfaction survey to improve the customer journey for access to housing services	On Track	Action Plan to address level of dissatisfaction. New Housing Resolution Team in place and having a positive impact on complaint resolution.
			H8	Continuation of major refurbishment programmes to High Rise blocks including the installation of sprinklers and CCTV	Medium issues/risks/slippage	Work continues with all blocks in progress, however due to the rebalancing of the HRA, the schemes that are yet to be on site (Allen House and Moorlands and St. Giles scheme) have been post-poned. A cabinet paper will be submitted for major projects with business cases when funding is identified in line with the broader investment strategy
	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.	H5	Preparation and compliance with new regulatory requirements as set out by the Housing Regulator & Building Safety Regulator	On Track	Housing Transformation Programme established. Weekly Operational Meetings with senior managers to drive compliance remain in place to be reviewed in Q1. Improving levels of assurance on areas of compliance. Self Assessment work commenced against new Consumer Service Standards.
	H15	We will improve the energy efficiency of council housing through retrofit programmes and stock improvements.	H11	Bid for funding and delivery of projects to retro fit properties to support climate change objectives	On Track	SHDF Wave 2 in on track deliver by target September 2025
	H16	We will aim to be a Borough of Sanctuary, offering a safe place for asylum-seekers and refugees to live,	H12	Resettlement of new arrivals to Sandwell via the asylum dispersal and other resettlement programmes	On Track	On track to on board properties funded through LAHF 2. Offer of LAHF3 funding refused because not financially viable.

	while recognising our leadership role in promoting integration and community cohesion.	H13	Become an awarded Council of Sanctuary, as part of being recognised as a Borough of Sanctuary	On Track	Monitoring of Action Plan at quarterly SNAP meetings
H17	We will increase our engagement with tenants, including tenants in high rise blocks.	H6	Respond to findings from the tenant satisfaction survey to improve the customer journey for access to housing services	On Track	Action Plan to address level of dissatisfaction. New Housing Resolution Team in place and having a positive impact on complaint resolution.
		ACE 32	Democratic Services will support the introduction of the new tenant scrutiny panel and development of links into corporate scrutiny functions	Complete	

A Connected and Accessible Sandwell

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4
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.	BE22	Progressing Delivery of Highways capital programme of improvement works £18m at 30 locations in the Borough	On Track	Long Term Programme, no departures to report
			BE25	Progressing Replacement of 6,700 existing high energy with LED Streetlights	Complete	Modernisation and conversion to LED is on programme to complete by the October 2024 planned delivery date
			BE38	Sandwell Strategic Road Safety Plan 2023 – 2030 Development	Complete	New road safety strategy approved at cabinet on 6th December 2023
			BE39	Analyse Accident Statistics 2018 to 2022	Complete	
			BE40	Update Strategic Road Safety Plan	Complete	
			BE41	New Strategic Road Safety Plan 2023 to 2030b Scrutiny Review	Complete	
	A2	We will ensure that the responsibilities of the Local Highways Authority are delivered and continue to maintain standards in relation to highway condition.	BE23	Progressing Delivery of annual maintenance programme £12m for highways infrastructure	Complete	£12M Highway Maintenance Programme delivered to the full range of assets forming Sandwell Highway. Monitored through monthly Governance meetings.
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.	BE19	Deliver Free PC & Wi-fi in libraries– connecting communities, developing skills including digital.	On Track	46378 sessions	
A4	We will ensure that Digital Inclusion is incorporated into the design of services and when making key decisions.	ACE18	Develop Digital Strategy, maximising the opportunities for Sandwell from the WMCA digital roadmap.	On Track	Work to develop Sandwell's Digital Inclusion Strategy is now underway, consultation is underway with both SCVO and relevant local organisations. The target for the delivery of the strategy is October 2024. Working closely with the WMCA to realise and access resources through the WM Digital Roadmap additional funding for Digital Inclusion expected the Combined Authority in the next couple of months.	
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.	BE20	Active Travel – communication, resource allocation, footway speed, lighting strategies	On Track	Long Term Programme, no departures to report
			R16	We will continue to develop and deliver projects that reduce barriers to the use of public transport and sustainable travel choices including working with Transport for West Midlands in relation to bus and metro provision and the Rail Alliance.	Medium issues/risks/slippage	WBHE still on target to complete by end 2024. SPRINT Phase 2 delayed due to ongoing discussions around procurement of SPRINT vehicles. WMCA investigating the case for franchising of bus services - will become clearer following WM Mayoral election and finalising of business case.

			R17	We will continue to implement Sandwell's Cycling and Walking Infrastructure Plan and deliver a programme of infrastructure improvements across the borough.	On Track	A number of schemes are now in delivery and the business ceases for further schemes are in preparation.
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.	BE38	Sandwell Strategic Road Safety Plan 2023 – 2030 Development	Complete	
Key Infrastructure Partnerships	A7	We will deliver our transport projects in line with our Regeneration Pipeline.	BE21	Transportation Pipeline – better connection for residents and businesses – supporting regional projects sprint and metro. 5G	On Track	Long Term Programme, no departures to report
			BE24	Continued delivery of the programme of works for 2022/23 of the £30M Birchley Island Major Junction Improvement	On Track	Long Term Programme, no departures to report. Board approved programme. Regular updates to cabinet of any changes.
			R18	We will continue to deliver our key transport infrastructure projects, namely the major upgrade of Birchley Island, metro corridor walking and cycling programme, and Blackheath interchange.	On Track	Birchley Island on track. Blackheath Interchange project has been reviewed, proposals to amend the scheme are being refined. Further consultation has been carried out and broad support for revised proposals. Member approval to be sought in May.
	A8	We will ensure Sandwell is well placed to support the move towards electric vehicles by delivering key infrastructure requirements.	R19	We will invest and improve the EV Charging Infrastructure in the Borough - especially on street chargers.	On Track	41 EV chargers installed for fleet/staff including 20 installed at Serco. 22 EV chargers installed for public use at Wellman Building and SAC. Plans for 8 fleet and 2 staff chargers at Roway Lane progressing with expected install by end of August. 74 On street charge points to be delivered during first half of 2024/25 following contractual delays which are now resolved.

A Strong and Inclusive Economy

CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4
E1	We will work with our partners to spend local wherever possible and make long term investment decisions that benefit our borough	BE1	Contract management for waste services, inc. introduction of charging for garden waste	On Track	Garden waste now BaU. Alternative Collection Methodology business case under development.
		BE4	Review of major assets (within Corporate Fleet area) and provision for replacement, maintenance & efficiency	On Track	Folded into Corporate Fleet Review (above)
		R9	We will work with local partners as part of the Sandwell Anchor Network to maximise the amount of public funding spent within the (1) Borough, (2) the Black Country and (3) West Midlands	On Track	The simplified spend data matrix which has been shared with all current Anchor network organisations to ascertain the potential areas of spend that could be affected and researched from a supply chain perspective. The Procurement group meetings continue to take place every 6 weeks - chaired by NHS and matrices and spend will be discussed in May meeting - this will allow the Anchor Network to identify areas of spend to focus on for future projects. During Q4 two very successful Meet the Buyer events took place to support Social Value and local spend - Constructing West Midlands and NHS.
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.	BE3	Development of Corporate Fleet Strategy	On Track	EVP Solutions work concluded. Final report to LT 19/03/24. Further data analysis ongoing and further service engagement planned.
		BE17	Development of safer green spaces strategy	Medium issues/risks/slippage	Development now scheduled for Cabinet report in September 2024, delay due to priority focus on income generation in the service and other key deadlines
		R10	We will work more closely with the Council's contractors to ensure that local businesses and supply chain benefit from the capital investments in the Regeneration Pipeline.	On Track	Two events to support local spend have been held this quarter to support construction and health and social care. The council's Social value policy was also approved by council.

E3	We will develop the levelling up partnership with Government to provide place based regeneration in Sandwell.	R21	We will work with central Government Departments as part of the Sandwell Levelling Up Partnership to secure investment and support for our deprived communities (£400m available nationally for 20 places)	Medium issues/risks/slippage	Programme in delivery. 3/7 Capital appraisals complete. Remaining appraisals due to be completed in Q1. Delivery commenced on community safety project. 3 Greenspaces projects and Public Realm project due to commence on site in Q1. Procurement due to commence on Millennium Centre and Friar Park projects in Q1. Some delivery slippage across the programme beyond March 2025 grant deadline. DLUHC aware and agreement with DLUHC on internal mechanism to manage capital spend beyond grant deadline to support delivery. Delivery of Friar Park Urban Village Project remains high risk.
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.	R11	We will work in partnership with Chance Heritage Trust to submit a funding bid to the West Midlands Combined Authority for circa £21m for a mixed use scheme regeneration of Chance Glassworks, Smethwick	On Track	Discussions with WMCA and also Homes England are continuing to progress bid and proposals forward.
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.	R12	We will consult with all interested stakeholders, residents and businesses in developing the Local Plan for Sandwell.	On Track	All REG18 responses now analysed. Where necessary, changes reflected in the REG19 Plan which is now in preparation. REG19 consultation scheduled for Autumn 2024, subject to date of General Election.
		R13	We will aim to increase the number of new homes in Sandwell in order to address a housing supply shortage.	On Track	Friar Park - EOI has been returned with positive responses. ITT due to be issued late April/early May 2024 with aim to get developer on-board by November. Relevant consents being progressed. Current programme suggests remediation start on site in early 2025. Brandhall - clarification sought on overall strategy for delivery prior to report to Cabinet in Summer 2024 to gain approvals to procure the site. School funding resolved and detailed design to be authorised for planning application in Autumn 2024
E6	We will develop and deliver the projects within the approved Regeneration Pipeline.	R14	We will support the delivery of the 66 strategically important Regeneration Pipeline Projects to maximise the level of investment in the Borough's infrastructure e.g. homes, schools, businesses, apprenticeships, local spend etc.	On Track	A performance report will be presented to Cabinet in June 2024 confirming that regeneration pipeline now has an investment value of £3bn, comprising 69 projects of which 12 are complete.

Working with Businesses	E7	We will deliver the Economic Plan for Sandwell to support businesses and grow the local economy.	R15	We will deliver the Sandwell Inclusive Recovery Action Plan for Business 2022 to 2027, to support businesses and grow the local economy. Start in Sandwell, Grow in Sandwell etc (7) follow up with Gareth	On Track	477 business enquiries supported. 17 businesses received grants, total grants valued at over £308,000. The Sandwell Inclusive Recovery Action Plan for Business 2022 to 2027 has been replaced with the Sandwell Business Growth Plan - approved by Cabinet in November 2023. A performance report will be presented to Cabinet in June 2024.
	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.	BE34	Deliver the new education and outreach, and volunteer programme.	On Track	On Track except for apprenticeships because of budget / vacancy holds.
	E10	We will support people into employment through the delivery of the Skills Strategy with our strategic partners in the Employment and Skills Partnership.	H16	Generate work experience and apprenticeship opportunities within Housing Services and through strategic partnerships	On Track	This is part of our workforce strategy and included in the BAU approach
	E11	We will offer a range of opportunities within the Council including work experience, supported internships, apprenticeships and graduate opportunities.	ACE15	Develop approach to promote our successful work experience, apprenticeship, intern and graduate programmes, targeting local people to ensure that they are aware of the opportunities available.	On Track	Second cohort of NGDP recruitment is underway.
			LG5	We will support schools providing work experience places, continue to do exam preparation with our legal professional experience and provide careers advice to students from local schools. Stand at careers fayres for Sandwell schools	On Track	Range of work experience opportunities within the wider teams of Legal Services being finalised, additional opportunities provided compared to previous year. Programme of pro-active communications developed to engage local schools and colleges.

			LG7	Apprenticeships, learning and development opportunities in Law and Governance will help people make everyday choices around not just how they are supported, but also how they choose to live their lives.	On Track	Training contract for trainee Solicitor to be advertised September 2024. Approval in place to progress existing team member to FILEX qualification and supported to gain additional experience. Exploring option with Law Society to introduce one or more of new Solicitor Apprentice Roles. Looking to align funding with agreements to commit successful appointees to extended period with SMBC to recover benefits of investment
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One Council One Team

CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q4 Rating - RAG	Q4
O1	We will embed the One Team Framework	ACE1	Development, delivery and embedding the Corporate Plan and service planning framework – coordinating the corporate approach and embedding the Fairer Sandwell Principles	Complete	
		ACE2	Lead the refresh of Vision 2030 and development of a performance framework to track progress across the borough	On Track	Tender for work to support the development of the new Sandwell story/vision developed with Chief Executive and Assistant Chief Executive. Market testing on suppliers carried out. Preparatory work for commission completed and ready to tender in April for commencement in May
O2	We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is	ACE11	We will invest in a range of opportunities, qualifications and experiences for our workforce. We will do this through workforce development plans to ensure our workforce is an enabler for current and future service delivery.	On Track	L&D continues to provide Learning interventions based on Directorate demands and corporate demands arising from business planning and workforce planning. Report provide to Leadership in March 2024 that outlines all the formal Learning deliverables within 2023/24.
		ACE12	We will enable all our staff to fulfil their full potential and have opportunities to progress within the organisation regardless of their protected characteristics by understanding the barriers faced by employees, establishing stakeholder staff groups and implementing the approved workforce action plan	On Track	People Strategy 2024-2027 now agreed. EDI workforce action plan refresh underway

Organisational Culture

	engaged and productive (combine previous O11, O12 and O13).	ACE13	Develop new workforce planning framework and methodology for deployment across the organisation - Review current position of workforce plans across the Council. Gain sign off from Senior Leadership Team to new approach and agree how this will be rolled out.	Complete	Toolkit in place and strategic workforce planning contained as a priority in the new People Strategy
		ACE14	Review the existing wellbeing provision and look for opportunities to develop further. Create the new OH suite and accessible wellbeing areas. Support and deliver the wellbeing offering by establishing a Health & Wellbeing Specialist role.	Complete	As previously reported. Employee wellbeing is contained as a priority in the new People Strategy
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.	ACE 34	Design & Deliver a new EDI Strategy	Medium issues/risks/slip page	During this period the EDI team has continued to develop a range of initiatives to support the EDI agenda. This has included the development of the 116 improvement actions from the EFLG Audit Report into an implementation plan (EFLG Audit Action Plan), that are now all aligned to 13 themes. The work on the development of the EDI Strategy has not commenced as positively as originally identified due to staffing resources. However all the current initiatives that are currently taking place across the EDI team will be supporting the developing of the EDI Strategy, once this work commences.
O4	We will continue to improve Officer-Member Relationships	ACE 23	Implement a Member Development Programme that accords with the needs and ambitions of Councillors	On Track	The member induction process has been reviewed and refreshed for 2024 with an induction day scheduled for newly elected members on 7 May 2024. The Member Development Programme is also in the process of being refreshed for 2024 ensuring the needs of members are met in liaison with the LGA and other partner organisations.
		ACE 24	Embed a personal development planning process for elected members	Medium issues/risks/slip page	Discussions with the LGA and the Chair of the Ethical Standards & Member Development Committee are still ongoing. A report will be considered by the Ethical Standards Committee to agree a refreshed approach to conducting PDPs that meets the needs of members and enables key patterns to be identified for future member learning and development.
		ACE 25	Delivery of a programme of all Member briefings focused on priority topics		

			ACE 26	Identifying Continuous Improvement activity through conducting Member-Officer survey and using insight to develop the relationship		
			ACE 29	We will work with elected members to strengthen our Civic and Democratic Engagement	On Track	A dedicated intranet page will be launched in the coming year which provides civic and democratic information to members.
O5	We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders		ACE9	Ensure changes to services/service improvements are based on customer feedback as well as organisational drivers by engaging with our customers/residents to understand current and future needs of customers, customer groups and identify ways of meeting them.	On Track	We are now collecting Customer Feedback for all Channels (within Corporate Customer) and this will help to shape any future changes/improvements to services. The BE Performance Team have also developed a specific Corporate Customer Dashboard which will be reviewed at the monthly Corporate Customer Management meeting.
			ACE19	Co-production Network – facilitate and grow network across the council as resource to develop co-production in Sandwell	On Track	Charter presented to Leadership Team, planning commenced on wider corporate rollout.
			ACE20	Use Internal communications channels to inform and engage with employees about the council's corporate priorities and how this relates to our focus on delivering outstanding outcomes for residents through our Corporate Plan and Performance Management Framework	On Track	Internal comms continues to be delivered in line with the approach set out in Q1. Employee recognition initiatives have now been launched and nominations for staff awards opened. An all staff briefing was held in March to mark the end of government intervention.
			ACE21	We will ensure we are effectively communicating and engaging with our residents and external stakeholders	On Track	Organisational narrative and branding guidelines launched. Further consultation on style guidelines to be held in Q1 of 24/25. Restructure of the communications team has moved to informal consultation stage.

Listening, Learning and Accountable

		ACE22	Manage the corporate approach to consultation and engagement with residents, ensuring that this activity feeds into the council's policy development and performance management framework	On Track	Citizenspace reprocured for 2 years. 12 month activity review on consultation and engagement prepared and planning activity for the resident survey and budget consultation.
O6	We will embed a performance culture across the council to ensure transparency and accountability in delivering our priorities.	ACE16	Development and delivery of a Corporate Performance Management Framework to improve transparency, identify strategic priorities for the council and delivery of the key outcomes and embed a performance culture across the organisation.	On Track	Q3 Report went to Cabinet in March and Q4 report is in preparation, and is scheduled to go to Cabinet in June. Work on the Performance Management System has been paused whilst work on the new Council Plan takes place. This will be picked up again in July.
		ACE3	Programme management of the Improvement Plan to address the requirements in the three external reviews and government's Directions, and manage the updates to ensure effective delivery of the Improvement Plan .	Complete	Statutory Recommendation closed. Intervention ended 22 March 24 and Final Improvement Plan review Meeting carried out 4 April 24. Post- intervention plan presented to leadership Team at IPRM on the 4 April an Leaders meeting 10 April.
O7	We will hold ourselves to account for the delivery of the improvement plan and will continuously improve	ACE4	Develop and embed a Continuous Improvement Framework to enable continuous improvement across the council	On Track	Draft Continuous Improvement Framework based on best practice and aligned with transformation approach. The next step is to align with Leadership & Management development programme and develop 'good ideas' process for capturing staff ideas. No further progress on this area due to limited resources redirected to overall programme management of Improvement Plan, corporate level improvement and strategic activities.

			ACE 33	Identify continuous improvement activity to ensure that scrutiny and audit continue to add value	Complete	Significant work has been undertaken during the past 2 years to ensure effective scrutiny and audit work following the Grant Thornton Governance Review. It has since been recognised that Signiant improvements have been made and engagement undertaken to ensure value is added to all work. Work will continue with Chairs and members to ensure effective engagement, work programming and training is in place.
Improving the Customer Journey	O8	We will deliver the customer journey programme and improve customer experience across all of our channels	BE26	Libraries support to delivery of Community Hubs	On Track	Pilot continuing - report to leadership may 2024
			ACE7	Develop a Customer Access Strategy that offers a range of high-quality ways to contact the council that meets the needs of all Sandwell residents. Suggested reword:	On Track	A first draft of the interim strategy is nearing completion and will be shared with James (ACEX) by the end of April 2024.
			ACE8	Invest in our customer Contact Centre telephony systems to ensure an efficient and effective system is in place. Possibly change to: We will invest in digital platforms to enable better access for our residents and other service users and to build on the benefits of increased digitalisation of our services	Medium issues/risks/slip page	The HLD was finally signed off on the 16 April 2024, this has taken considerably longer than anticipated but there have been on-going discussions around system requirements and costs. We will now be moving to the Low Level Design phase and will be assigned a MITEL Project Manager who will develop the required implementation plan - proposed implementation date is end of July 2024, although there are a number of variables that could impact this.
			ACE10	Customer Feedback Review – implement recommendations to improve customer experience	Medium issues/risks/slip page	Work continues within the ASC Complaints Team in relation to backlogs. The only remaining action from the recommendations relates to the purchasing of a new system, awaiting feedback as to whether this will be approved.
			LG10	New business applications for our bereavement services teams to enable better access for our residents and other service users. Building on the benefits of increased digitalisation of services.	On Track	Project team continue to work with supplier for the delivery of a new case management system to be implemented by July 24

Imp:		LG11	Upgraded business applications for our Legal and Assurance team and management of SARs and FOIs.	On Track	Review of all existing systems completed. Governance Team at instruction of MO/AD looking to align with wider corporate workstream to co-ordinate and integrate systems to best effect. Improvements made to all existing policies and procedures in anticipation of review and refresh of software suite. Action Plan developed to apply and embed best practice improvements. Exploring options for pro-active publication to reduce volumes through key service areas.	
		F1	Customer Journey Programme: Review approach to customer journey to include: Monitor data monthly on customer contact points to understand current demand and adapt services to meet this demand • Roll-out self-service kiosks in more customer facilities • Continue to promote My Sandwell to increase online transactions Supporting customer journey by providing additional staffing at OSS	On Track	For Q4 the number of calls to Inform was 33,186 of which 11,748 went to an advisor. The average abandonment rate was 3.1% and the average wait time was 1min 53 seconds. In addition the customer services also dealt with 3,823 electronic pieces of mail not including Cllr enquiries. The team in a year took £511k in payments over the telephone which is £48k higher than the previous year. As a whole performance across the customer services team has improved compared to the previous year	
	O9	We will refresh the organisation's digital strategy	ACE18	Develop Digital Strategy, maximising the opportunities for Sandwell from the WMCA digital roadmap.	On Track	Work to develop Sandwell's Digital Inclusion Strategy is now underway, consultation is underway with both SCVO and relevant local organisations. The target for the delivery of the strategy is October 2024. Working closely with the WMCA to realise and access resources through the WM Digital Roadmap additional funding for Digital Inclusion expected the Combined Authority in the next couple of months.
Governance and Decision Making	O10	We will ensure that our refreshed governance arrangements are embedded	ACE 30	The holistic review of democratic governance will be completed	Complete	
			ACE 31	The Committee Management System (modern.gov) will be fully implemented and utilised effectively across the organisation and accessed by services users.	On Track	various features of the new system will be launched from May 2024 which include the calendar integration with Outlook. Engagement sessions are ongoing with users of the report writing workflow and training is also being rolled out to Democratic Services staff to test out the system prior to go live in the summer 2024.
			F17	Embed a comprehensive Corporate Governance Training programme for officers and members	Medium issues/risks/slip page	Structural and organisational change have resulted in adjustments to the programme timeline. Draft corporate governance programme prepared by the Monitoring Officer, aligned with strategic review of constitution, decision-making and governance frameworks. Structure and sequence of programme to be modular subject to discussion and agreement with new Executive Director for Finance & Transformation. Programme to align with changes to governance and decision-making including procedure rules and standing orders to align with sector best practice. Specific knowledge and practice requirements to be introduced for roles requiring key decision-making responsibilities.

O11	We will set a sustainable and balanced budget each year and ensure the Medium Term Financial Strategy is underpinned by realistic savings plans	F8	Develop and maintain a 12 month rolling cash flow	On Track	Full 12 month data analysis completed for 24/25. Next stage is to improve data and ease of update from existing software to excel treasury database to further aid decision making. Target end Q1 24/25
		F9	Review investment strategy and counterparty options	Complete	
		F14	Delivery of the Transformation Savings Programme		
O12	We will update the Medium Term Financial Strategy at least annually	F4	Medium Term Financial Strategy - Review as part of 2024/25 budget process		
O13	We will embed a strong financial management approach.	F10	Reduction of financial transactional activity through a series of end to end process reviews (bank reconciliations, recharges, debtors and creditors)	On Track	Bank reconciliation and debtors and creditors processes to be reviewed as part of transition to Oracle Fusion.
		F11	Implement Workforce Development Plan for financial services section	Medium issues/risks/slip page	C. Co review complete and findings to be taken account of following redesign of Finance structure
		F12	Develop core finance competencies to support Budget Holder Role Profiles	Medium issues/risks/slip page	Will complement Oracle Fusion work currently going on creating future budget monitoring process
		F13	Repeat Budget Holder Survey	Medium issues/risks/slip page	Suggested time for carrying this out again is after the Oracle Fusion budget monitoring process has been implemented
		F19	Procurement Pipeline	On Track	Pipeline data is being collated from the info received from AD's. This will then need to be prioritised
O14	We will embed our approach to social value to get maximum benefits for Sandwell	F3	Undertake analysis on the Councils spend to: <ul style="list-style-type: none"> • Baseline the amount the Council spends locally • Define local and regional spend • % of council spend spent locally - include InTend information leaflet with Business Rates bills 		Leaflet went out to suppliers via the Business Rates letter.
		F15	Carry out regular engagement and training events for local suppliers	On Track	Training for the new Procurement Act 2024 has begun with Level 1 and Level 2 now available online for completion. Level 3 training commences on the 28th May 2024. Two Meet the Buyer events took place in March.

		F16	Introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules	On Track	SV is now part of the tendering and evaluation process with a min 10% allocated to the quality element.
O15	We will deliver the Oracle transformation programme by April 2024	F2	Implement Oracle Fusion and achieve transformational benefits and cashable savings		
O16	We will embed an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities	ACE17	Development of a corporate-wide Data Strategy for the council to improve all of the ways we acquire, store, manage, share and use data to help us make more informed business decisions	Medium issues/risks/slip page	Strategy to be drafted over the summer 2024. LGA Data Maturity Assessment to be completed early summer to inform strategy, this will include Councillors. Plans to include sessions on data as part of the Member Induction.
		F20	Agree a procurement strategy, policy and set of standard contracts	Medium issues/risks/slip page	Delays to procurement strategy reviewing has led this to now being aimed to go to cabinet after the local elections.
		F21	Develop and embed a contract assurance approach	On Track	Contract management will be part of Oracle Fusion when it goes live in July 24. User Acceptance Testing of the module on Fusion is being done.
O17	We will establish a Corporate Transformation Programme and governance structures.	F18	Establish Corporate Transformation Programme and PMO with corporate methodologies to realise savings and service benefits	Medium issues/risks/slip page	Corporate Transformation programme adopted by Leadership 12.03.24. Corporate Transformation Board Terms of Reference refreshed and adopted 12.03..24. Reporting process for key transformation programme drafted and due to start at CTB in May 2024. Initial review of Verto undertaken, some system reconfiguration required, and transition of configuration, dashboard and reporting skills to the Council also required. Intranet pages in place for Project Management & Corporate Transformation. CTO Team Structure reviewed.
O18	We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams.	BE44	Achieve full cost recovery for Sandwell Valley Visitor Centre, Forge Mill Farm, Lightwoods House and Park (Visitor Services).	Significant issues/risks/slip page	Increased income target for 2023/24 not met, a review of income has resulted in a revised budget being set for 2024/25. The SV Masterplan has been developed for SV which considers the long term sustainability of the site and services.
		BE45	Scope additional commercial opportunities for green services.	On Track	Report completed; currently being considered by officers and Cabinet.

		F22	Implement the 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.	BE33	Undertake assets and efficiency review of built facilities and land within green spaces, visitor services, and events.	Complete	Presented to Leadership and Cabinet on 10th Jan.
		R20	We will identify Council assets that are surplus and can re-purposed or disposed of to Council expenditure on maintenance of buildings and sites	Medium issues/risks/slip page	A further review of the report provided by Avison Young was undertaken by Property Services in conjunction with Regeneration. The 15 key development asset identified as being marketable were scrutinised and streamlined into categories broadly comprising of those to be retained to support regeneration pipeline opportunities, those which required further investigation and those which were recommended to take for open market disposal. For the latter, 5 sites were identified which have now been passed back to Avison Young to allow a market valuation to be undertaken. Subject to receiving this information, this will be taken to Cabinet in June for decision and subject to the same the assets taken to market for disposal in 2024/25. The second phase of the review is now also underway which is focusing on the smaller sites and options for 'packaging' up to take to market for disposal and/or direct disposal to interested special purchasers where applicable.