

WE ARE  
**SANDWELL!**



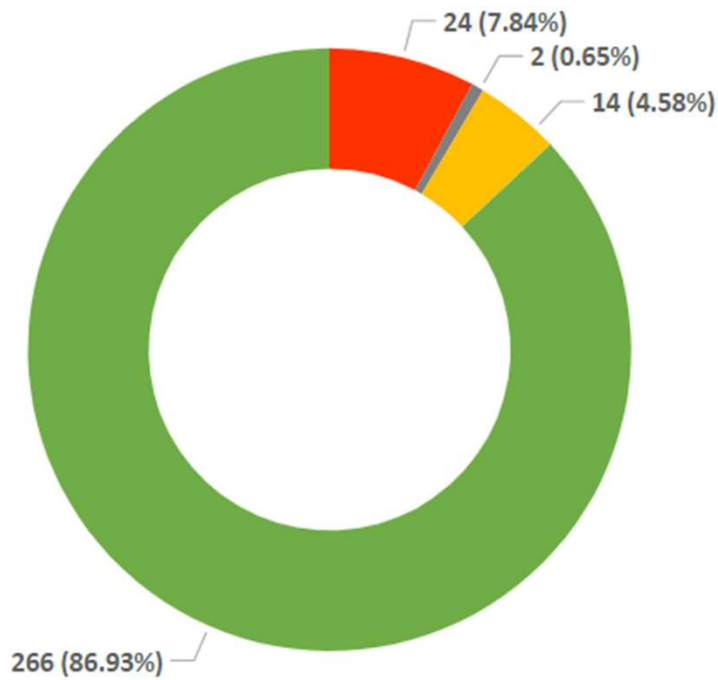
**Assistant Director Business Plan Actions  
Exception Report  
Q2 2024/25**



# DELIVERING THE COUNCIL PLAN

## ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS OVERVIEW

● Delayed ● No Update ● Not Started ● On Track

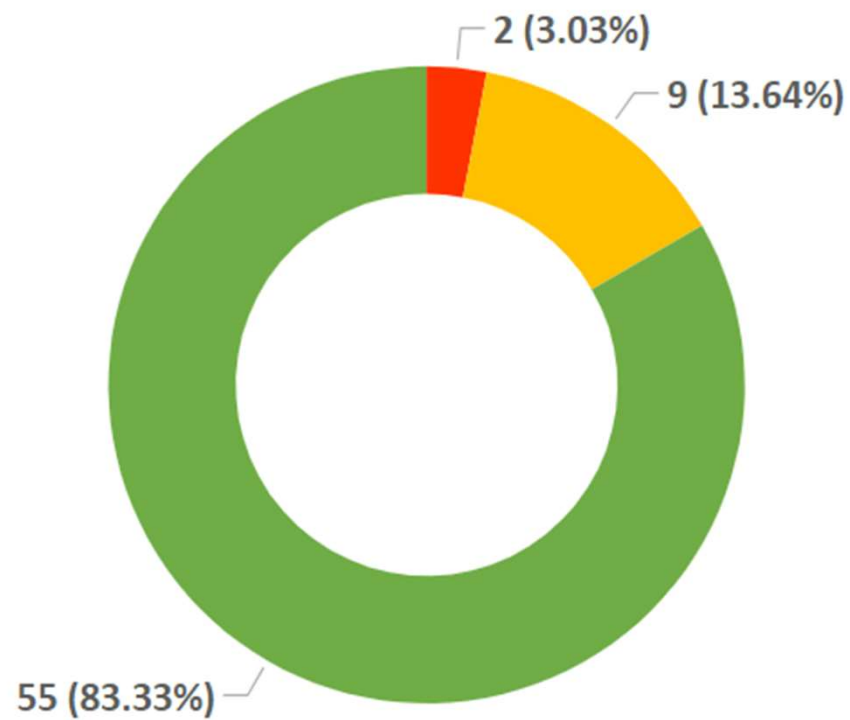


# GROWING UP IN SANDWELL



## ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

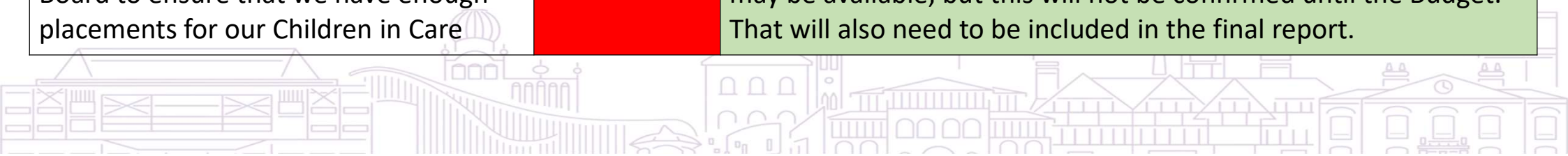
● Delayed ● No Update ● Not Started ● On Track



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

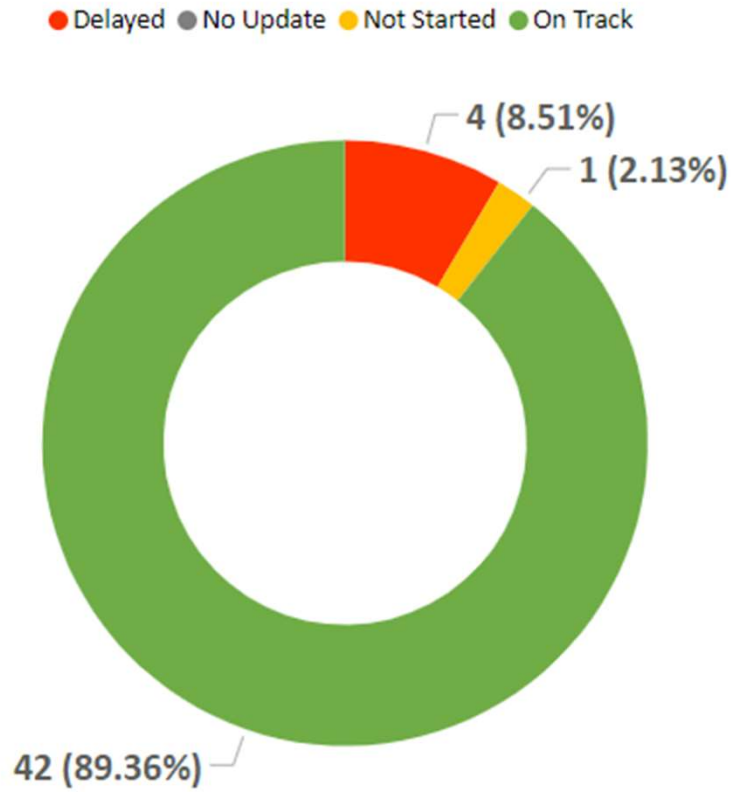


Directorate Action	RAG Rating	Q2 Update
<p>We will use the new Youth Buses to target schools with violence reduction plans to ensure that vulnerable young people have access to good quality youth activity</p>	<p>Delayed</p>	<p>Schools are busy with the new academic year and also, we only have one bus and are waiting for another to be delivered. Therefore, start has been re-scheduled to January 2025.</p>
<p>We will work with SCT and partners to develop and deliver a feasibility study on residential care options, working within the Corporate Transformation Board to ensure that we have enough placements for our Children in Care</p>	<p>Delayed</p>	<p>The draft report was circulated, comments were received, and further work was required i.e. discussions with providers. Meetings have been taking place with providers, and these will inform the final report. DfE have indicated that capital funding may be available, but this will not be confirmed until the Budget. That will also need to be included in the final report.</p>





### ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS



## ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

# LIVING IN SANDWELL



Directorate Action	RAG Rating	Q2 Commentary
Develop, design and implement a Digital Inclusion Strategy for the Council	Delayed	Review of approach to digital inclusion taking place.
Modernise repairs and maintenance through batched works and more preventative repairs to head-off disrepair claims	Delayed	Efforts have been made to prioritise emergency and urgent jobs. Plans are underway to package up backlog of jobs to ensure completion and provide value for money.



## ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

# LIVING IN SANDWELL



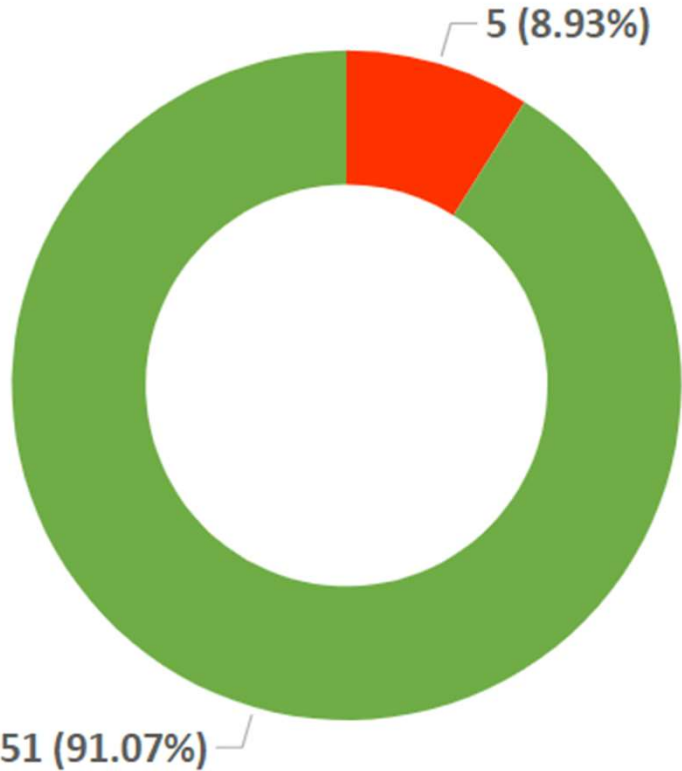
Directorate Action	RAG Rating	Q2 Commentary
<p>We will deliver the capital improvements to Sandwell Valley Country Park, as detailed in the Sandwell Valley 10 year master plan and business plan.</p>	<p>Delayed</p>	<p>An operational review of Visitor Services is underway to identify the optimal operating model to deliver Council Priorities; this is scheduled to conclude by April 2025. Until the operational model is secured, work on the Masterplan is paused to ensure the operating model and Masterplan are fully aligned.</p>





## ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

● Delayed ● No Update ● Not Started ● On Track





## ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

# HEALTHY IN SANDWELL



Directorate Action	RAG Rating	Q2 Commentary
We will work with partners to develop a refreshed THRIVE Strategy for Sandwell to ensure that partners are working together to meet children and young people's emotional wellbeing and mental health needs	Delayed	There continues to be a review of the governance of within the Directorate. The emotional wellbeing group will be led by the ICB and arrangements are in place to review the focus/priority areas.



Directorate Action	RAG Rating	Q2 Commentary
Develop Residential and Respite Framework	Delayed	<p>This work is currently on hold as a Residential framework could result in significant cost implications to the Council and disruption to existing service users and their adopted homes.</p> <p>Work on the Residential framework is on hold until we have worked through the backlog of cases. Once this work is complete we will have capacity to undertake the work. We are however monitoring attempts from elsewhere nationally to implement frameworks for residential care to pick up any best practice.</p> <p>In terms of Respite, the answer is not a new framework as there is limited capacity and interest from providers providing traditional residential based respite. As part of our transformation programme we are exploring alternatives to the traditional model including for example utilising local authority out of bounds centres, shared lives, and Supported Living models as opportunities for replacement care, particularly focussing on alternative respite opportunities.</p>



Directorate Action	RAG Rating	Q2 Commentary
<p>Cycle More Sandwell and Inclusive Cycling. We will aim to offer a wide range of cycling interventions for all ages and abilities to help increase the cycling ability and confidence of our residents and helping to increase the use of cycles for leisure, physical activity, travel and sport.</p>	<p>Delayed</p>	<p>The Sandwell cycle activator continues to grow cycling opportunities across Sandwell and a new two-year contract is in place. The Cycle More Sandwell programme was delayed and will start in the New Year.</p>
<p>Active Green Spaces. We will offer provision of a range of green space physical activity to adults, children and families helping to encourage use of green spaces, supporting residents with access to gardens to be active and making our parks and green spaces active, welcoming places.</p>	<p>Delayed</p>	<p>A new contract started on the 1<sup>st</sup> Nov 2024, we are undertaking mobilisation and actual delivery will commence January 2025.</p>
<p>We will support the development and facilitation of public mental health and suicide prevention interventions and services in line with our strategies.</p>	<p>Delayed</p>	<p>The BMH Strategy and Action Plan was officially signed off by Leadership during this quarter and progress on the new actions outlined in the strategy will begin from Q3 along with a launch event.</p> <p>Delivery of the existing work contributing to our strategy ambitions including the suicide prevention training and the community-based mental health projects continue as outlined in other KPI reporting.</p>

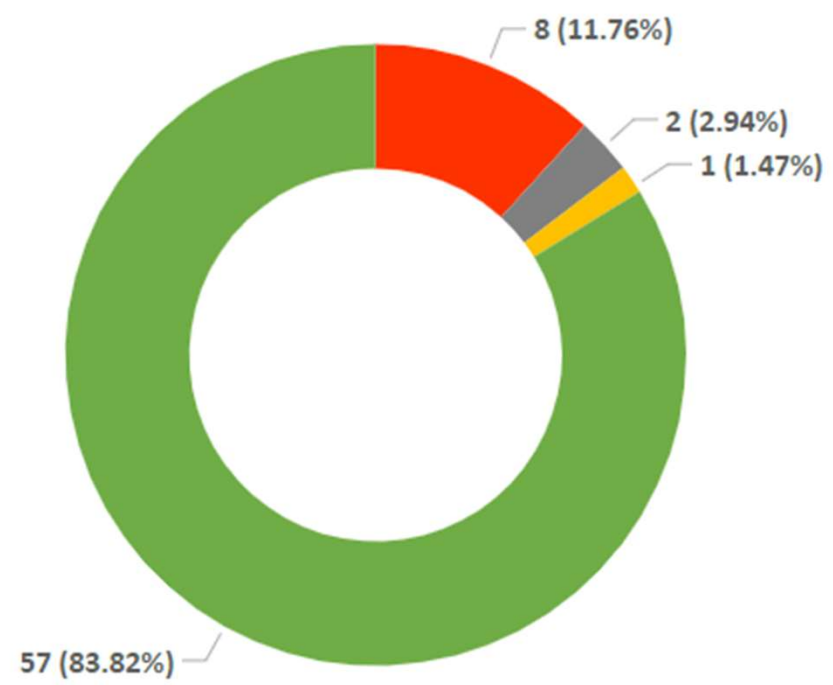


# THRIVING ECONOMY IN SANDWELL



## ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

● Delayed ● No Update ● Not Started ● On Track



# THRIVING ECONOMY IN SANDWELL

## ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q2 Commentary
Work with landowners, investors, developers, businesses and partners (WMGC/ WMCA) to deliver the Employment Theme of the Regeneration Pipeline.	Delayed	Lack of gap-funding opportunities via WMCA to take forward employment schemes has resulted in some schemes not progressing as expected (Coneygree Industrial Estate). As of September 2024: 1 project is in concept stage, 1 project is on site, and 1 is completed.
Develop strategy for reducing fuel poverty, cutting carbon and improving health outcomes for council stock	Delayed	Progress has been delayed as the current condition of stock needs to be known to development investments plans. This agenda will be incorporated into the investment plans, once stock condition data is collated. Data is still being collated from pilots and across the industry to help inform future decisions.



Directorate Action	RAG Rating	Q2 Commentary
Progress the delivery of new council homes in line with 5 year (HRA) business plan/ rolling 5 year programme	Delayed	Total number of units has reduced because of the removal of Stanhope Road, Carrington Road and reduction of some numbers as part of the highrise programme (70 units in total). Currently 109 units on site under construction. 46 units planned with anticipated completion of 2027/28 for 3 sites and 2028/29 for 1 site. Review of HRA business plan in progress which has the potential to reduce the number of units bought forward as part of the pipeline.
Work with the WMCA secure a Joint Venture Partner to deliver the Friar Park Housing Scheme which will deliver 630 homes (25% affordable) and new/ improved public open space.	Delayed	ITT (part 1) completed in line with revised programme and Stage 2 issued. Additional programme slippage due to complexity of remediation strategy. Leader and Cabinet Member briefed on public consultation - remediation application to be submitted next quarter.
In line with Cabinet Approval (July 2023) progress the West Bromwich Heat Network through commercialisation stage.	Delayed	Awaiting signature from S151 Officer to allow acceptance of GHNF funding and commencement of Commercialisation stage.
We will refresh the Corporate Asset Management Strategy	Delayed	This is now due to be completed in 2025/26



Directorate Action	RAG Rating	Commentary
<p>Ensure £18m Levelling Up Round 3 Funding from DLUHC (Smethwick acquisitions) is secured and that the funding is spent in line with DLUHC requirements.</p>	<p>Delayed</p>	<p>No MoU has been received from Government despite numerous requests. Chief Executive has written to the MPs for their support to lobby Government for a decision. It is expected that further guidance may be available following the spending review.</p>
<p>Produce a Long Term Plan for Towns for Smethwick by Autumn 2024 in line with DLUHC requirement in order to access £20m regeneration funding to be spent in the following 10 years.</p>	<p>Delayed</p>	<p>Draft Investment Plan has been produced to meet the 1 August deadline, however, this is now on hold due to the Government decision to suspend the deadline until further notice. It is expected further guidance will be released following the spending review at the end of October. The Board have suspended activities until further details have been released.</p>

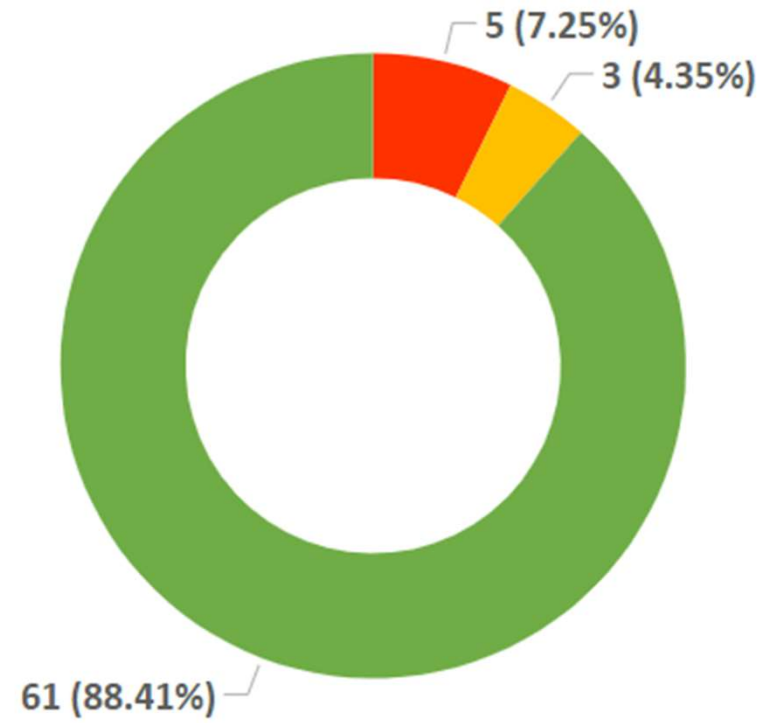


**ONE COUNCIL  
ONE TEAM**



## ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

● Delayed ● No Update ● Not Started ● On Track





ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q2 Commentary
Procure, implement and embed a new Performance Management System	Delayed	Business Case has been drafted. Awaiting approval to progress this project from ACE Director.
To review 'Enquiries' current operating model in line with the Councils corporate contact centre. To investigate opportunities to promote digital and 'on-line' opportunities to improve performance. To look at wider partnership arrangements with other contact centres such as public Health Welfare hub and Health Community Navigation Hubs.	Delayed	<p>The service review is ongoing, and a project initiation document has been submitted. Further discussions will take place once the new corporate call centre BT / telephone model is implemented which is delayed, we are currently awaiting new date to be confirmed.</p> <p>Looking at potential call centre accreditation as current corporate PI's do not meet demands / needs of Enquiry which we are unable to explore until the new contact centre is upgraded.</p> <p>Meeting between Public Health Healthy Sandwell Welfare hub and Health Community Navigation Hub was held on the 17.10.24. Front door is one of the identified key projects for development with ARCC as part of the transformation programme.</p> <p>ASC are reviewing the calls that are being received to assess whether work can be completed to address the demand that is coming through the front door – re failure demand further down the process, level of repeat calls, high level of calls being received from one Service Users. Once this has been reviewed and we have a realistic understanding of the demand we will be identifying an appropriate front door pathway – which will incorporate AI, Public Health and the Voluntary Sector.</p>

Directorate Action	RAG Rating	Q2 Commentary
To act as the lead service area to ensure the successful implementation of the new Contact Centre telephony platform.	Delayed	Work is now well underway on the LLD Phase. First draft received by SMBC and first set of comments submitted to MITEL, further progress expected Q3 & Q4
To work alongside the EDI team to implement an EDI data monitoring form within the Customer Service channels.	Delayed	Work has taken place with the EDI team to agree the appropriate data to be collected at first point of contact and the DT team are working on producing the relevant form in Firmstep to record this. Awaiting go live date from EDI team who were seeking SLT approval.
To ensure digital connectivity is in place to replace the remaining analogue telephone system which is currently used by Community Alarms.	Delayed	<p>The date has been extended by BT to January 2027 following Telecare Services Association / provider consultation. Community Alarms will however endeavour to move to digital at the earliest opportunity.</p> <p>Discussions have commenced with Housing to disconnect antiquated analogue lines and move to digital connectivity. There has been 300 digital alarms installed to date.</p>