

WE ARE
SANDWELL!



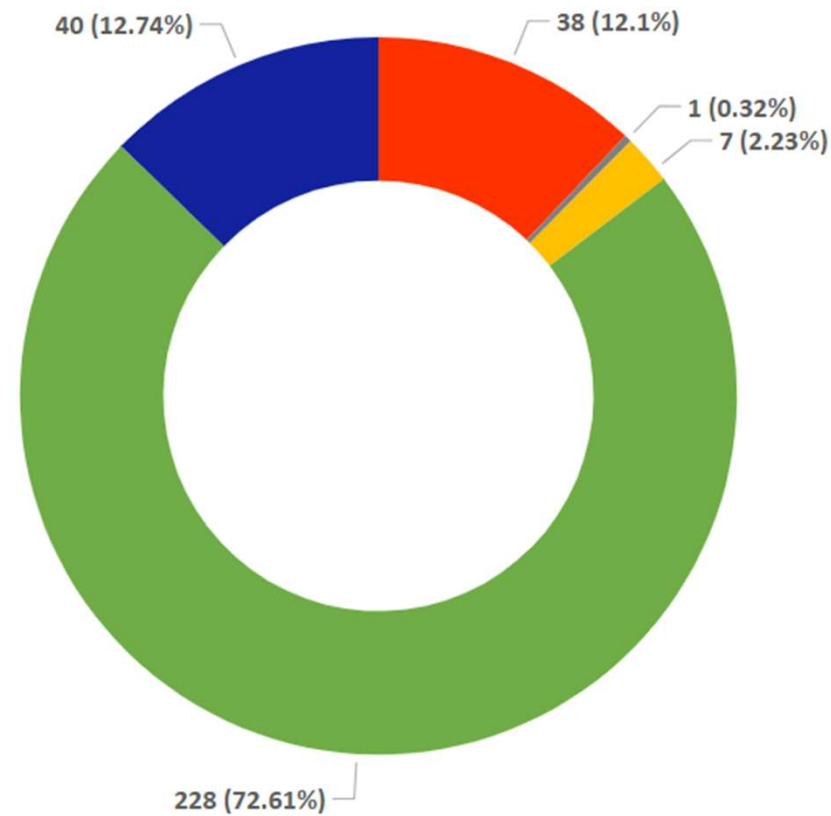
Assistant Director Business Plan Actions Q3 2024/25



DELIVERING THE COUNCIL PLAN

ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS OVERVIEW

● Delayed ● No Update ● Not Started ● On Track ● Complete

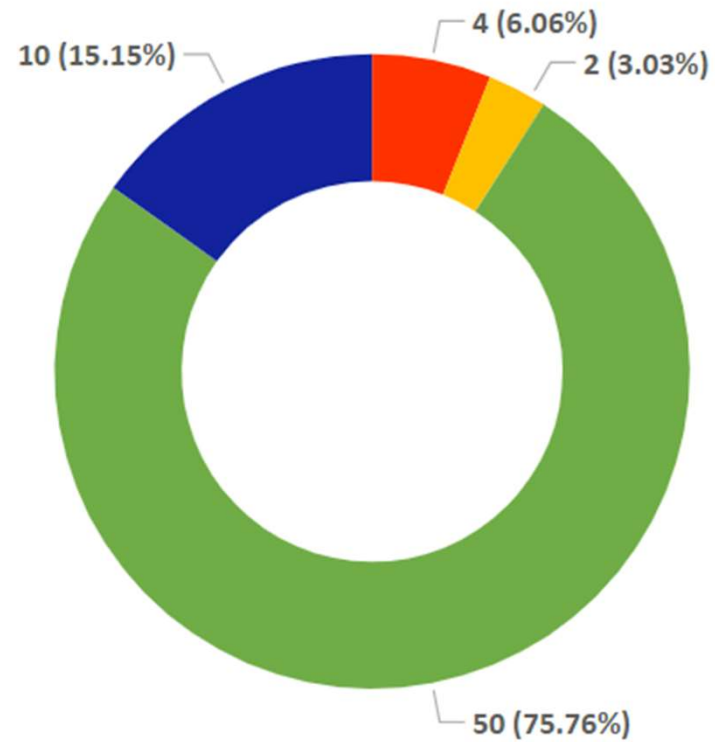


GROWING UP IN SANDWELL



ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

● Delayed ● No Update ● Not Started ● On Track ● Complete



GROWING UP IN SANDWELL



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
All Education, Health and Care (EHC) plans and reviews will systematically include preparation for adulthood planning, ensuring that pathways are aligned with the long-term goals of children and young people with SEND, and that advice from Inclusive Learning Service teams consistently reflects this focus.	Delayed	Recovery plan is in place and Send statutory processes and priorities are being given to EHCP assessments and reviews for children about to transition, then focus will be given to this action Q1.
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	Delayed	There are ongoing issues with the contractor's ability to complete the fitout of the second youth bus. Fleet Services are currently managing this and arranging for collection of the vehicle. Fleet Services will manage the completion of the project within existing resources with a timeline to complete by 31st March 2025. The work with schools was therefore delayed. The activity will now commence in Q4.



GROWING UP IN SANDWELL



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
Enhanced Community Engagement and Support for Special Educational Needs Co-ordinator (SENCO) and Families - With the introduction of “Meet Your Event” community coffee mornings led by Inclusive Learning Service managers, Assistant Director triage clinics, and a SENCO termly newsletter, Inclusive Learning Services will foster stronger relationships and support networks within the community. Regular updates to the Local Offer will provide families and schools with easy-to-access initial guidance, while the termly newsletter will keep SENCOs informed and connected to resources and developments, enhancing overall inclusion support.	Delayed	<p>On track: AD has attended coffee mornings with parents and has regular sessions with 2 parent carer forums Sandwell Parents Voices United and Sandwell Parents for Disabled Children.</p> <p>There is a risk in relation to the Local offer - we do not have the capacity to develop a robust and relevant local offer as this would require FT capacity or a significant transformation project. We do have a local offer strategy but no Officer to implement.</p>





ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

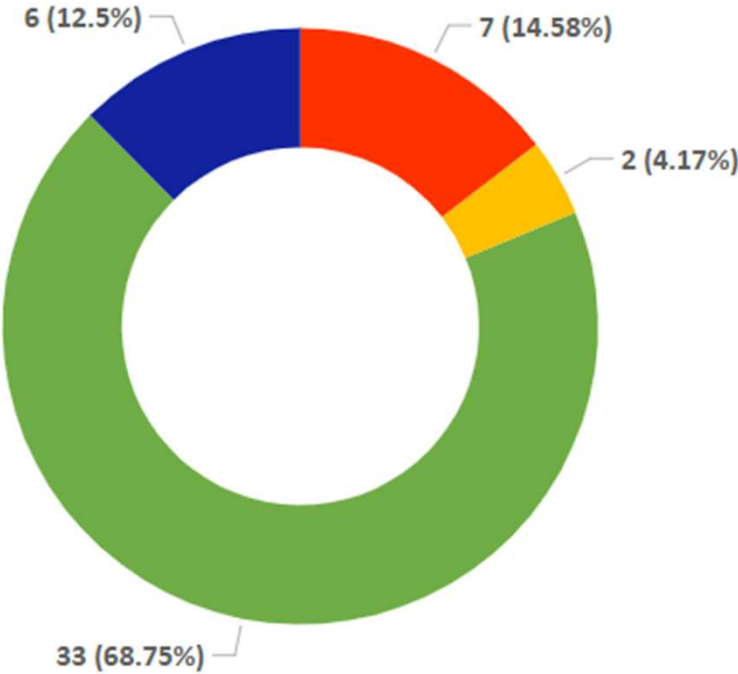
Directorate Action	RAG Rating	Q3 Commentary
We will continue to hold a conference for Sandwell Transition Education Partnership (STEPS) and Home Educated children and parents, to ensure their voices are listened to and any needs addressed	Delayed	The STEP's conference is taking place however with consultation with the STEPs school it has been planned for 2nd April 2025 rather than the earlier date of September 2024.





ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

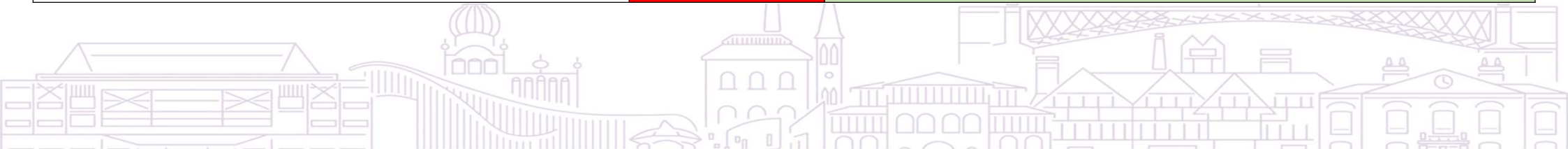
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ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
We will deliver the capital improvements to Sandwell Valley Country Park, as detailed in the Sandwell Valley 10 year master plan and business plan.	Delayed	Paused - review of current operating model continues. Progress on Masterplan paused until review concluded. Review to take place during 2025/2025.
Explore loan of digital devices to support digital inclusion	Delayed	As per Q2 - project on hold. Digital Librarian post not filled at request of Chief Exec pending review of digital inclusion strategy. 27 laptops distributed to volunteers/groups
Develop and publish a set of service standards for Council Tenants including a Repairs Charter	Delayed	A comprehensive review of repairs service has been undertaken and a draft repairs policy created. The decision was made to present to cabinet with associated policy including a compensation policy and recharge policy which pushed the timelines forward. Service standards are currently being discussed with a customer focus group with the final session scheduled for end of January. Proposals also due to be discussed with SNAC in January and the papers are on forward plan for March 25.





ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

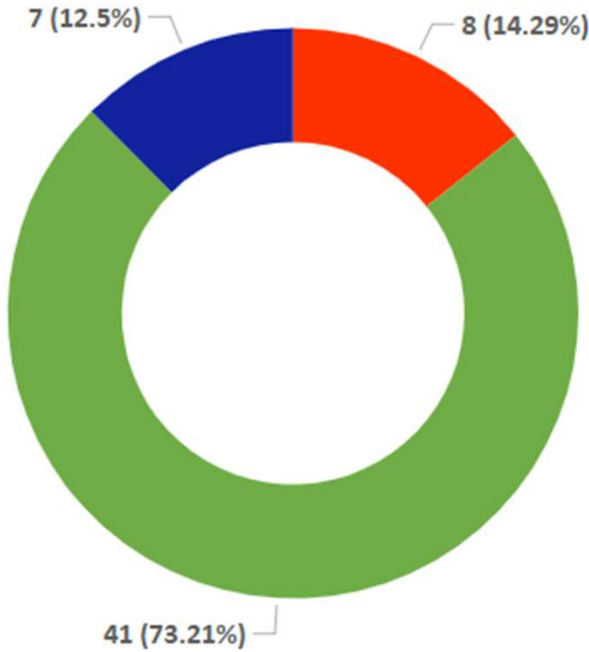
Directorate Action	RAG Rating	Q3 Commentary
Modernise repairs and maintenance through batched works and more preventative repairs to head-off disrepair claims	Delayed	Repairs backlog have been packaged and will be procured in Q4. Once the repairs policy is implemented, this will free up capacity to review programmes for planned maintenance - proposed start date May 25. Report to Cabinet in March.
Obtain energy performance certificate and stock condition data to programme the investment needs to ensure stock is decent and fuel efficient	Delayed	Cabinet approval gained to support second contract provision with 100% intelligence anticipated by December 2026
Roll out improved recycling offer to high-rise blocks	Delayed	Pause to focus on household waste collections allows further monitoring of Kenrick House pilot project in Q3.
Plant 10,000 trees by 2030	Delayed	250 trees planted in Q3, resources were redirected to storm Darragh clean up





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ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
Development of a Carers app - Integrated Care Board wide approach	Delayed	<p>Lead now in post – taking forward discussions with ICT Procurement colleagues who are looking to support a Direct Award and if so the deadline of 01.04.2025 could still be met for contract to be awarded.</p> <p>This is due in part to the majority of the West Midlands going with the same provider and having a West Midlands wide approach would have significant benefit and that a number of Authorities have already tendered for the same service and have come out with the same outcome. A Black Country approach could also yield some savings due to economies of scale.</p>
Develop Day Opportunities Framework	Delayed	<p>Deadline date will not be met.</p> <p>The Day Opportunities Framework relies on the effective Direct Payment offer. The long-term plan is to move the majority of people who currently access commissioned day care over to a Direct Payment. This will allow commissioners to shape the local market for Day Opportunities driven and paid for through Direct Payments.</p> <p>We are piloting a new funding model for existing Day Care which will remove the inconsistency and lack of transparency over rates for Day Care services. Once fully implemented within our Pilot provider the model will be rolled out to all Day Care providers. The information gained from this pilot will enable the development of the framework</p>



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 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	Initial meetings have taken place with lead officers from ICB, BCHFT, and SMBC to review the programme of work. A workshop scheduled for November to review the priorities was cancelled due to issues with the attendance of lead officers. Subsequent meetings have been held, and a new Emotional Wellbeing (EWB) group meeting is scheduled for February. This meeting will focus on the priorities identified in 2024, with a complete check and balance of work against the CaSFP board. This project is health led.
Go live with supported living framework.	Delayed	Deadline date provided will not be met. A new specification is required, a tender drawn and evaluation, provider evaluations, interviews and contracting. This is likely to take at least 18 months to conclude and will need a programme board approach to bring to the table a number of key contributors including, procurement, contracts, finance, risk, and legal.





ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 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. We are currently monitoring attempts from other LA's nationally to implement frameworks for residential care identify any best practice.</p> <p>In relation to Respite it is noted that there is a need to work with the market to create alternative and innovative forms of replacement care rather than creating a framework at this stage. Provider forums have commenced with the market and a deep dive session on respite care provision will be undertaken in the latter end of the year.</p>
To redesign the short term assessment and reablement service (STAR) operating model to improve efficiency of resource and effective outcomes for people by focusing on reablement. The redesign will also look to expand the services hospital avoidance approach and integrate more closely with Health's community reablement service (iCares)	Delayed	<p>The review and redesign of STAR is part of a wider review of Intermediate care being completed with a consultancy company, this is progressing. Oversight of the work in being reviewed via the Transformation Board.</p>





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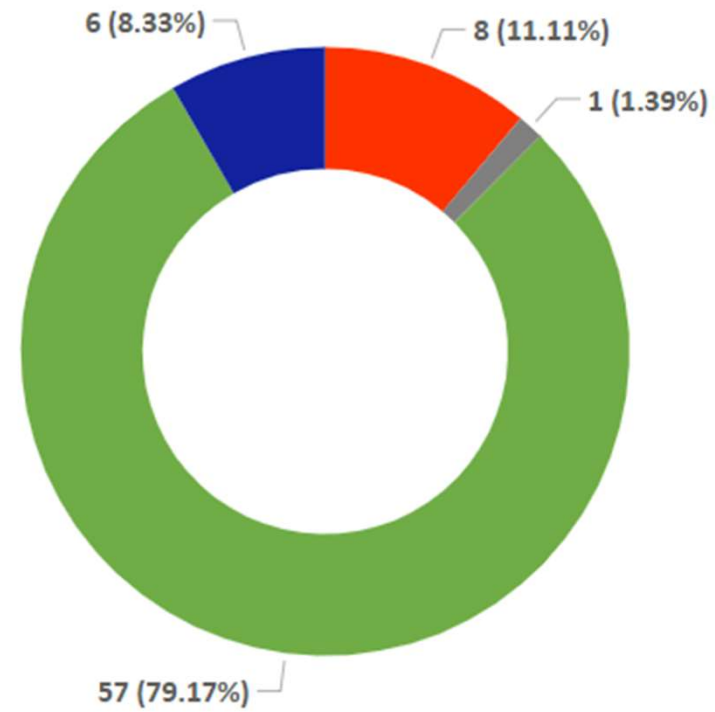
Directorate Action	RAG Rating	Q3 Commentary
We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice - Following the Commissioners and Care Management review and actions the Community Care Business Unit will develop and implement an action plan to re commence the application of the Non Residential Charging Policy within 12 weeks	Delayed	Reviews to be completed in Q4 - New model for day services to be added, to be completed by the end of Q4. Progress with financial assessments is being made for those not affected by price changes and service level configuration; therefore charging will commence on a phased basis.
Develop a dynamic Market Position Statement to support a sustainable care and support market	Delayed	We have a static model in place. The work is ongoing to identify the resource to support the delivery of the dynamic model.





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ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 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 December 2024: 1 project is in concept stage, 1 project is on site, and 1 is completed. Ongoing review of economic development- WM Growth
Develop strategy for reducing fuel poverty, cutting carbon and improving health outcomes for council stock	Delayed	Investment of new technology has been piloted to help the strategy moving forward. This includes radiant heating, air source heat pumps and other supportive measures including SMART home technology to support further intelligence. The pilots need time to embed to gather meaningful outcomes and when supported by the outcomes of stock condition data, a strategy can be developed.
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	Pre-Application responses from EA highlight areas of concern in permitting process. Anticipate escalation for resolution, with associated delays to start on site. Developer procurement progressing but delayed to end Feb 25 due to additional information being issued.

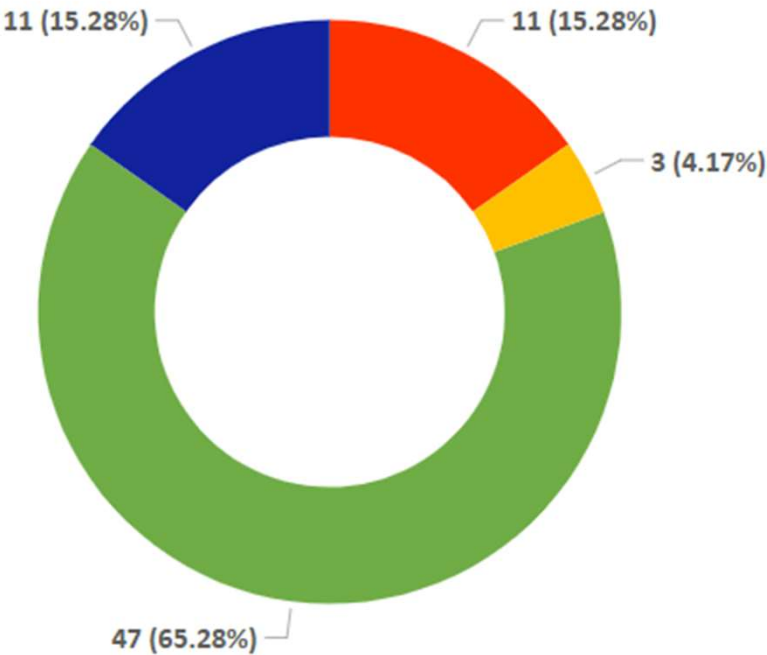


Directorate Action	RAG Rating	Q3 Commentary
Deliver Haden Hill Leisure Centre project	Delayed	Strong progress in Q3; project developed to RIBA3, validated planning application submitted. Transition of project to Speller Metcalf completed smoothly.
Provide appropriate facilities across relevant council sites to allow waste ICT equipment to be collected and disposed of correctly.	Delayed	The delays stem from the need to finalise the Data Protection Impact Assessment (DPIA) with the Legal team. ICT has been collaborating closely with the Information Governance Team to ensure they fully understand the process and the secure transportation methods employed by the vendors for ICT hardware. One of their primary concerns is the thorough wiping and cleansing of devices before they are collected for disposal. Work will continue to complete this and seek sign off before this can be fully implemented.
We will refresh the Corporate Asset Management Strategy	Delayed	This is now due to be completed in 2025/26
Oversee the delivery of the One Public Estate for Brownfield Remediation Fund secured in August 2023 (£1.37m)	Delayed	One element of the OPE BRF related to Carrington Road Shops and the funding was secured at the point that the Council were looking to deliver a council house build scheme. That scheme was found un-viable and officers are now investigating the potential of extra care - however, the timescales for this mean we are not able to meet the original programme set out in the funding agreement. Discussions are ongoing with MHCLG. The second element of the funding (Gas Showrooms) is progressing in line with the programme.
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.	Delayed	Programme delayed by MHCLG. Confirmation provided by MHCLG following the October 2024 spend review that the funding programme will continue, however the name and intervention themes is under review. MHCLG held a briefing session for towns in December to confirm CDEL and RDEL split remains the same and further guidance will be issued in the new year. Meeting held in January 2025 with MHCLG who confirmed the prospectus is with the Ministers Team for clearance but no further update provided. Internal discussions to take place in Q4 to confirm the resource required to deliver the programme.



ASSISTANT DIRECTOR BUSINESS PLAN ACTIONS

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ONE COUNCIL ONE TEAM



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
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	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 date to be confirmed. 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. Also unable to amend any PI's until full transformation agreed. New Community Offer in place and Enquiry can access & sign post. Further development on the Navigation Hub being explored as part of the transformation of Enquiry Service.
Budget holders to become responsible for carrying out their own revenue budget monitoring projections, following implementation of Oracle Fusion	Delayed	Finance carrying out work to test the system and correct errors in it before it can be used by Finance and then rolled out across the organisation. Expected by end of the calendar year.





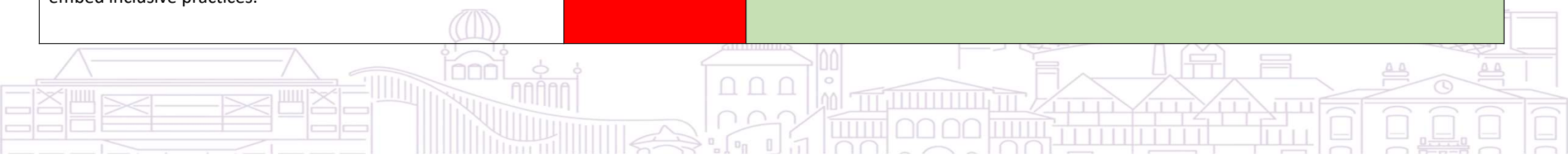
ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
To act as the lead service area to ensure the successful implementation of the new Contact Centre telephony platform.	Delayed	The LLD is nearing completion, MITEL are working on finalising the last IVR Menu's and then final LLD will be submitted for review, as long as Sandwell Council have no further change requirements then the LLD will be signed off and the build will commence.
To work alongside the EDI team to implement an EDI data monitoring form within the Customer Service channels.	Delayed	A draft monitoring form has been developed and is being finalised. This will then be approved by the ACE Director and will be ready to be embedded by the end of Q4.
To undertake a mapping exercise and produce a report that identifies the different community organisations across Sandwell who support protected groups by May 2024.	Delayed	To be incorporated into EDI Strategy. Work has commenced on the EDI Strategy. However, due to reduced team capacity, progress has been slower than expected. To be approved by July 2025.



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
We will embed the One Team Framework. Embed collaborative working across the directorates by assigning one or more of the EDI team to directorate areas.	Delayed	Work has commenced. However, due to reduced team capacity, progress has been slower than expected. To be approved by July 2025.
We will upskill the workforce in their understanding and knowledge of EDI.	Delayed	Work has commenced. However, due to reduced team capacity, progress has been slower than expected.
Design and implement a robust and ambitious EDI strategy that is evidence based, that sets out a clear direction for our workforce and residents to improve equality, diversity and embed inclusive practices.	Delayed	Work has commenced on the EDI Strategy. However, due to reduced team capacity, progress has been slower than expected. To be approved by July 2025.



ONE COUNCIL ONE TEAM



ASSISTANT DIRECTOR BUSINESS PLAN RED ACTIONS

Directorate Action	RAG Rating	Q3 Commentary
We will refresh and progress the EDI Workforce Action Plan	Delayed	EDI workforce action plan delayed however activity including scoping out a positive action leadership development offer is underway with a report proposal going to Leadership Team in Feb 2025. Sandwell has joined the LGA Amplify positive action programme this year. the workforce action plan will need to be developed in alignment wit emerging EDI Strategy.
We will develop a set of recommendations and action plan for the issues identified in the SHAPE Survey results	Delayed	After 2,751 survey results, full qualitative thematic analysis took a lot longer than anticipated therefore there has been a delay in producing the report. It is anticipated the final report with recommendations will be completed by end of February.
Development of Oracle Fusion to include remaining Finance functionality not anticipated to be in place for 'Go Live'	Delayed	All Oracle Fusion capacity currently dedicated to resolving issues relating to phase 1

