

Assistant Chief Executive - Delivery Plan

Quarterly monitoring

Directorate Ref	Council Plan 2024 - 2027	Council Plan 2024 - 2027 Outcome	Directorate Priority Action (Council Plan 2024 - 2027 activity)	Timescales for completion (Quarter and month)	Quarter 1 Status	Quarter 1 Commentary
ACE 1	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	To set the council's strategic direction and guide Sandwell's vision 2040. This includes; 1) the establishment of a new place-based partnership and arrangements for its governance, ensuring all partners are focused on working collaboratively to deliver our shared ambitions for Sandwell. 2) developing a narrative about Sandwell as a place that also has buy in from partners and stakeholders that allows us to tell a new story about Sandwell to regional and national audiences. 3) developing a consistent brand so we can all showcase our pride in Sandwell	Quarter 4, March 2026	Mainly on track, with some minor issues	Narrative/brand agreed by task and finish group. Successful launch event delivered on 25 June. First Sandwell Together Partnership meeting took place on 30 July. Draft Terms of Reference developed and circulated for review ahead of first meeting. Proposals developed to build collective vision and strategic aims Delay on recruitment of Place Manager due to the outcome of job evaluation process. Next step is to review and re-evaluate the position, with view to securing an outcome of a higher grade to ensure the role has the strategic gravitas required to deliver meaningful impact and long-term achievement of place led outcomes.
ACE 4	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	To put an approach in place for continuous improvement and prepare for LGA Corporate Peer Review	Quarter 4, March 2026	Mainly on track, with some minor issues	Preparations for the corporate peer review are underway: initial assessment of strengths and gaps conducted and shared with SLT in May. Further data gathering taking place to produce a draft Position Statement by early September. Arrangements for onsite meetings and tour of the borough underway. Work has started on completing the development of the options for a future continuous improvement framework. Desktop review of where we currently are has been done and is being drawn up.
ACE 9	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	To ensure compliance with the public sector equality duty (PSED) general and specific duties. This includes for example: Advancing equal opportunity Equality Impact Assessments publish annual equality monitoring data publish equality objective	Quarter 4, March 2026	Mainly on track, with some minor issues	HR have published Equality Monitoring Reports - 2023 - 2024 for Disability, Gender and Ethnicity together with Gender Pay Reporting 2024/25. Equality monitoring reports 2024/25 for Disability, Gender and Ethnicity is an action required and progress check with HR. Developmental work is in progress for EIA's that includes tracking EIA's in the decision making process with Democratic services. Member EIA training has taken place and planning is underway for Cabinet EIA training. Equality objectives are in place but a refresh of these is required, especially the interim objectives to align with the direct of travel; the overall objective relating to the adoption of the LGA equality framework to shape an EDI Strategy is still relevant and good progress is being made towards this to advance equality.
ACE 10	One Council One Team	OCOT: High quality inclusive services for all of our customers.	To provide excellent customer service to our residents and customers. This action includes the development and implementation of: 1) Customer Experience Strategy 2) Customer Service Standards 3) New telephony system	Quarter 1, June 2025	Mainly on track, with some minor issues	The Customer Experience Strategy was approved by Cabinet in May 2025. Workshop sessions were held at the Showcase event on the 26/06/2025 and further workshops will be scheduled for later in the year. Customer Standards were launched in April 2025 and were also included in the Showcase event and will be included in the workshops to take place later in the year. New telephony - this project has seen numerous delays, however, the LLD has now been signed off and the build for the new system has now commenced. Revised project plan to be issued to identify key milestones.

ACE 13	One Council One Team	OCOT: An employer of choice with an engaged and high performing workforce.	To implement the Communications Strategy 1) Recruit three Communication Manager roles to act as Business Partners to Directorates 2) Develop the new Sandwell Story and refresh organisations narrative and branding in line with the new Sandwell Story 3) Update internal communications approach to better support the organisation to manage change and achieve the ambition to become an outstanding Council 4) Refresh external communication channels to expand the demographics that the Council is able to reach	Quarter 4, March 2026	Mainly on track, with some minor issues	The three Communications Managers are now in post, one joining in Q1, a second in Q2 and the third on an interim basis in Q2. They have begun to build relationships with directorates and are in the process of building campaign plans around key priorities, as a first step in developing a more comprehensive forward plan. The new Sandwell Story branding and narrative has been launched and it is being rolled out within the council. A Sandwell Comms Group has been established to roll out the Sandwell Story across the partnership. There has been a delay in recruiting to six vacant posts following conclusion of the restructure, and recruitment to these will commence in September. A neighbourhoods comms officer has been recruited and will start in August. New neighbourhoods comms channels will be launched by the end of Q2. Work is also commencing in Q2 to develop a Tiktok strategy to launch alongside new Whatsapp and Next Door channels. The Comms Strategy is being refreshed with a view to bringing it to SLT and Cabinet for agreement by the end of October.
ACE 15	One Council One Team	OCOT: An employer of choice with an engaged and high performing workforce.	To continue to embed and develop Oracle Fusion HCM modules, including the development of Journeys, and a medium term plan for fuller utilisation of Oracle Talent	Quarter 4, March 2026	Mainly on track, with some minor issues	Figures for annual reviews are positive. The target set was 80% and by one calculation this is at 89%. Annual Reviews and 121s are now being recorded in Oracle as part of a move from paper during this financial year. The recruitment function is being piloted since July for a wider roll out later in the year, Talent will be reviewed by the new OD team being created as part of the new HR&OD service.
ACE 17	One Council One Team	OCOT: All of our residents, including our children and young people, are active participants in influencing change – through being listened to, their opinions are heard and valued.	To deliver the Discovery and Development phases of UNICEF UK Child Friendly Communities framework. Develop further the UNICEF UK Child Friendly Community programme and project plan to include: - Completion of Discovery phase - Priority Badges agreed - Development of the delivery plan	Quarter 4, March 2026	Mainly on track, with some minor issues	Service Improvement leadership and co-ordination support has been impacted due to reduced capacity within the team. Engagement with the project lead has been maintained to ensure development of the programme aligns with and informs strategic direction. Children's and Education Directorate continue to move the Discovery phase of the programme forward with report to be presented to Cabinet in September recommending approval of priority badge areas based upon intelligence gleaned from the voices of children, young people and our partners. July - Additional resource has been engaged to provide capacity around Phase 2/action planning.

ACE 18	One Council One Team	OCOT: A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	To streamline our approach to administration and management of voluntary sector grants	Quarter 3, December 2025	Mainly on track, with some minor issues	Voluntary Sector Grants Board in place to provide 'check and challenge' for all grant funding administered by the council and ensure appropriate procedures are used. Preparation for implementation of Grant Management System ongoing, including plan for pilot and development of training materials. Slight delay of implementation due to Oracle system updates and functionality not working as required – team working closely with the developers to address this before implementation. Also awaiting approval of grantee registration manual for uploading to internet by ICT Comms.
ACE 19	One Council One Team	OCOT: The Council understands and works with the community and has a diverse and engaged workforce representative of the local community.	Develop and implement the Equality, Diversity and Inclusion Strategy and Progress and drive our equality performance through the Equality Framework for Local Government	Quarter 2, July 2025	Delayed - Not on track, with major issues	A draft of the EDI strategy has been developed that has included consideration and engagement of; a benchmarking exercise of other local authority EDI Strategies; the ICS strategy; our Council EFLG Audit; Sandwell PSED reports; our published equality data reports; equality monitoring data; equality legislation and public sector equality duty; all equality feedback and engagement to date; engagement with the staff networks. It was decided that further work is required relating to the delivery plan so therefore the strategy will go to Cabinet in November. The EDI Lead will be working closely with ACE to progress the strategy through to cabinet, with a delivery plan and then full launch.
ACE 20	One Council One Team	OCOT: The Council understands and works with the community and has a diverse and engaged workforce representative of the local community.	To refresh and progress the EDI Workforce Action Plan (referenced in People Strategy)	Quarter 4, March 2027	Not started	

Children and Education - Delivery Plan

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CE 19	Growing up in Sandwell	GROWING UP: Children and young people are supported to lead happy and healthy lives with access to a range of opportunities for positive activities, play and having fun.	Develop further the UNICEF UK Child Friendly Community programme and project plan to include: Completion of Discovery phase Priority Badges agreed Development of the delivery plan	Quarter 3, October 2024	Mainly on track, with some minor issues	The Child Friendly Programme is progressing and the Discovery Phase is now complete. Recommendations for priority areas and a detailed delivery plan will be shared at a Cabinet briefing in September.

Finance and Transformation - Delivery Plan

Quarterly monitoring

Directorate Ref	Council Plan 2024 - 2027	Council Plan 2024 - 2027 Outcome	Directorate Priority Action (Council Plan 2024 - 2027 activity)	Timescales for completion (Quarter and month)	Quarter 1 Status	Quarter 1 Commentary
FT 5	One Council One Team	OCOT - High quality inclusive services for all of our customers	To develop new and inclusive cemetery options for West Bromwich	Quarter 4, March 2026	Mainly on track, with some minor issues	Project group established. Further site investigations in progress. Project subject to financial appraisal, to now include a benefit cost ratio calculation.
FT 8	Healthy Sandwell	HEALTHY: People to lead healthy lives in their community and live well for longer	Support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives. We will ensure that Direct Payment financial audits are conducted in accordance with the DP Policy, initial audit at 6 months and thereafter annual audits	Quarter 3, December 2025	Mainly on track, with some minor issues	85% of annual review completed and 62% of the 6M review. Reviews have fallen behind due to the relevant information not being received from the new contracted provider, and work has been ongoing to resolve these and get back on track.
FT 18	One Council One Team	OCOT: A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	Optimise the Oracle Fusion platform to achieve high levels of efficiency	Quarter 4, March	Mainly on track, with some minor issues	EPM not implemented successfully. Reliant on delivery partner organisation to be able to implement amendments to the system so that it works as intended
FT 7	One Council One Team	OCOT: A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	Work with DWP to implement Searchlight (IT benefits system) register and train staff and roll out its use for financial assessments within ASC	Quarter 1, April 2025	Not started	To be started in September (and completed in qtr 3) delays due to the management of additional workload resulting from year end and CQC pending inspection
FT 16	One Council One Team	OCOT: An employer of choice with an engaged and high performing workforce.	Achieve CIPFA Platinum accreditation	Quarter 4, March	Not started	Not yet started but will be delivered by Q4
FT 17	One Council One Team	OCOT: A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	Undertake the CIPFA Financial Management Code self-assessment and demonstrate compliance with the Code in all areas	Quarter 4, March	Not started	Not yet started but will be delivered by Q4

Public Health - Delivery Plan

Quarterly monitoring

Directorate Ref	Council Plan 2024 - 2027	Council Plan 2024 - 2027 Outcome	Directorate Priority Action (Council Plan 2024 - 2027 activity)	Timescales for completion (Quarter and month)	Quarter 1 Status	Quarter 1 Commentary
PH6	Healthy Sandwell	HEALTHY: Health outcomes for Sandwell's most vulnerable groups are improved and health inequalities are reduced.	We will roll out a new NHS Health Checks service to be delivered by GP practices, starting from 1 April 2025.	Quarter 4, Jan - March 2026	Delayed - Not on track, with major issues	No NHS Health Checks were completed in Q1 due to the service mobilisation taking longer than expected. This is a rolling programme based on invites being every five years, and so over time we expect the slow start will not have significant health impact. We expect performance to increase significantly as the new contract is embedded, and are progressing work to add two practices to the delivery programme
PH10	Healthy Sandwell	HEALTHY: People to lead healthy lives in their community and live well for longer	The Healthy Sandwell team will continue to act as a 'front door' for Public Health, providing advice, referral to Public Health services and wider signposting.	Quarter 4, Jan - March 2026	Mainly on track, with some minor issues	There were an average of 1,724 contacts per month in Q1. This is below target, but the target is an average across the whole year. There were over 1,800 contacts in June. We also expect that this will increase once referrals from NHS Health Checks start to flow into the team.
PH13	Healthy Sandwell	HEALTHY: People to lead healthy lives in their community and live well for longer	We will roll out a 'making every contact count' (MECC) e-learning package to Council staff in early 2025. We will promote this to staff and monitor completions, as well as explore options to make this available to external partners. <i>Rationale: This is important because this should upskill people to feel more confident and competent in having opportunistic conversations about people's behavioural risk factors with them and signpost to Public Health services, supporting our prevention offer.</i>	Quarter 4, Jan - March 2026	Mainly on track, with some minor issues	There were 37 completions of the e-learning module in Q1
PH18	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	Review and refresh Joint Strategic Needs Assessment (JSNA).	Quarter 4, Jan - March 2026	Mainly on track, with some minor issues	Review and update of Core JSNA in progress to be overseen by a working group established through July Health and Wellbeing Board. Needs assessments supported/in progress: Migrant HNA, Tipton Place-Based NA, Gambling (update), Veterans Mental Health, End of Life, Sexual Health, Immunisations & Vaccinations. Pharmaceutical Needs Assessment (PNA) on target for end of year completion (minor delay due to extensions of consultation period in order to strengthen engagement with under served populations).

PH20	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	Development and implementation of training programmes based on culture insights and research needs analysis.	Quarter 3, December 2025	Mainly on track, with some minor issues	The council-wide Research Skills & Knowledge Survey programme has now been completed, with 617 responses. This will inform the development of the HDRC training offer. Working with UoB partners the initial training packages will be developed over the summer into the autumn, for roll out during the winter.
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Place Directorate - Delivery Plan

Quarterly monitoring

Directorate Ref	Council Plan 2024 - 2027	Council Plan 2024 - 2027 Outcome	Directorate Priority Action (Council Plan 2024 - 2027 activity)	Timescales for completion (Quarter and month)	Quarter 1 Status	Quarter 1 Commentary
PLACE10	Thriving in Sandwell	THRIVING: Encourage a positive environment where businesses and our community and voluntary organisations are supported to grow; and investment into the borough is maximised, creating job opportunities for local residents.	Implement new model of Business Support / Skills Development	Quarter 4, March	Mainly on track, with some minor issues	We have made a steady start to Q1 with businesses being supported. Our contract with the WMCA was only signed at the end of June so this was a minor issue which has delayed the launch of certain grants by two months. Otherwise on Social Value we are continuing to work with contract partners to achieve new outputs.
PLACE11	Thriving in Sandwell	THRIVING: Residents and businesses are well connected and have a good travel experience in the borough.	Commence delivery of Birchley Island Major Highway Improvements	Quarter 4, March	Mainly on track, with some minor issues	Board agreed to a minor reprofiling of the programme to ensure that all preparations for publishing the side road orders had been as comprehensive as possible. Also in light of National Highways still not being satisfied with certain design details. Early Contractor Involvement is progressing with John sisk appointed
PLACE12	Living in Sandwell	LIVING IN: Clean, well maintained public spaces and assets.	Continue to improve street cleansing and response to fly tipping.	Quarter 4, March	Mainly on track, with some minor issues	Working with Serco to improve the quality and quantity of evidence gathered from fly-tipping incidents to support enforcement action.
PLACE17	Thriving in Sandwell	THRIVING: A thriving cultural, heritage and leisure offer.	Develop a sustainable and attractive visitor services offer	Quarter 4, March	Mainly on track, with some minor issues	Some operational improvements at Sandwell Valley - review will gain momentum in quarters 2 and 3 after operational delivery during summer holidays can be wound down