

Assistant Chief Executive - Delivery Plan

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)	Success factor	Lead Officer - Title	Cabinet Member	Quarter 2 Status	Quarter 2 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	Vision for Sandwell 2040 ambitions adopted Governance board established and terms of reference approved Narrative and branding developed	Strategic Lead - Service Improvement Head of Communications	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	Delay on the recruitment of Place Manager - Strategic Lead working with Assistant Chief Executive to further consider job description and funding. Intelligence pack developed and circulated as prereading prior to second Sandwell Together Partnership board meeting on 2 October. Board members considered priorities and metrics from their respective organisations and how we bring this together to achieve place based outcomes. Board have agreed approach and timeline in 2026 for defining concrete place based outcomes with measures for success, actions, metrics.
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 Local Government Association Corporate Peer Review	Quarter 4, March 2026	Framework for continuous improvement agreed and in place Peer Review successfully managed with positive feedback from Peer Reviewers and senior leaders	Strategic Lead - Service Improvement	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	Work has started to review the continuous improvement options for future. But this has been put on hold whilst work is undergoing for Peer Challenge. Through employee engagement activities we are capturing what outstanding means to the authority - this will be built into the plan to respond to the peer review recommendations. Employee engagement survey questions were reviewed and designed to provide further intelligence to support continuous improvement.
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	Compliance with general and specific duty is met	Equalities, Diversity and Inclusion Data Team Leader	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	The 2024/25 equality monitoring reports for Disability, Gender and Ethnicity are currently being prepared, with HR working to format and publish the data (the raw data is in place). Development work is also underway to strengthen Equality Impact Assessments. In parallel, good progress is being made on the overarching equality objective, which focuses on adopting the Local Government Association Equality Framework to help shape a comprehensive Equality Diversity and Inclusion Strategy.
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	Customer Experience Strategy and standards adopted and embedded into practice New telephony system implemented Customer satisfaction levels for face to face, online and telephony	Strategic Improvement Manager	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	Work has been focused on a Customer Ambassador programme launch that will take place during Customer Services week. Staff will be asked to volunteer to act as Customer Service Ambassadors and workshops will run throughout December 2025. It is clear that there is still some way to go to ensure Customer Standards for staff are being followed - e.g. some staff are still not putting their cameras on when in a Teams call. New Contact Centre telephony project - the build is taking place and staff who will be taking part in User Acceptance testing have completed training throughout September.

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	Communication Managers develop forward plan of activity New branding and narrative developed and rolled out Change Communications Lead role recruited to and dedicated support provided to transformation programmes Updated internal comms strategy implemented Staff engagement survey response Increase number of followers and engagement on new channels Build in evaluation of campaigns to demonstrate how communications is supporting the delivery of council objectives e.g. behaviour change campaign- setting objectives around	Head of Communications	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	The Communications Strategy has been developed and was presented to Strategic Leadership Team in the first week of November. The Communications Managers are attending management team sessions as they develop business plans, so that forward plans can be built around this. Recruitment to the vacant posts is ongoing and it is anticipated appointments will be made December. The Sandwell Comms Group has met for a second time and work is underway to develop a partnership campaign around jobs and skills, linked to the new Cradley Heath Learning Campus and Midland Met Learning Campus. The Sandwell Story assets are now being used by several partners. The Neighbourhood Comms Model has been approved by the Leader and Cabinet Member for Neighbourhoods. Work is underway to launch the first town newsletter as part of the neighbourhood comms model. The individual appointed to this role has resigned so recruitment will commence imminently to fill this role again.
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	Use of Oracle Talent for individual performance goals and review Clear plan and implementation underway for wider usage of Oracle Talent Offline processes further	Interim Director of HR	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	Recruitment pilot been extended but still on track to go live to all managers with self service recruitment and fully rolled out by the end of March 27. Oracle Talent will be reviewed by the new Organisational Development team being created as part of the new HR&OD service. Offline processes are still being carried out and testing is behind. This will be picked up with the new lead arrives to review and scope.
ACE 16	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 ensure residents are at the heart of decision-making processes. We will continue to consult and engage with key stakeholders, including our residents, to ensure that the decisions we make are evidence based and respond to the views and perceptions of the community. Further develop our participatory and engagement opportunities for our children and young people.	Quarter 4, March 2026	Consultation response rate increased for key engagement activities Consultation responses representative of the borough's demographic Intelligence gathered from consultations is used to inform decisions and business planning activity Feedback loop for Children and Young People established	Strategic Lead - Service Improvement	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	Residents survey results have been shared with Strategic Leadership Team, Cabinet at performance board on 16 Sep. Results shared during the Wider Leadership Team business planning session on 21 October. Regular consultation and engagement groups are taking place sharing information and good practice. Citizen Space continues to be used for consultation and engagement. New functionality, which includes event booking and forms, is being piloted and will be rolled out to all users once the pilot is completed. Work is being undertaken to identify and develop a process of making data on all public consultations accessible to all Citizen Space users. SNAP (survey platform) is still being used. Report on future options for consultation and engagement has been drafted. Awaiting date for Strategic Leadership Team.
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	Grant management system implemented Implement recommendations from independent review of VCS grants	Strategic Lead - Service Improvement	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	Grant management system pilot delayed until October due to unresolved technical issues. All internal processes are now complete. Organisations have been identified for pilot testing and prepared through practice sessions in the test environment. Pilot participants have received login credentials along with guidance materials, including video manuals and invitations to virtual team meetings. We continue to represent the team at the Grants Board and support Commissioners with next steps following Board decisions. Our monitoring approach has been reviewed and updated to a risk-based model, informed by desktop assessments of monitoring returns. Internal audit are conducting audits of grants over 100K in value, report expected in Nov and processes will be received further from that. Strategic Leadership Team updated 30 Nov.

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 Equality Diversity and Inclusion Workforce Action Plan (referenced in People Strategy)	Quarter 4, March 2027	People strategy measures	Interim Director of HR	Councillor Kerrie Carmichael – Leader of the Council	Mainly on track, with some minor issues	A new Equality Diversity and Inclusion (EDI) workforce action plan for 26/27 is being localised with the EDI network and HR. This will be taken to Strategic Leadership Team in Quarter 3 for sign off.
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Children and Education - Delivery Plan

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)	Success factor	Lead Officer - Title	Cabinet Member	Quarter 2 Status	Quarter 2 Commentary
CE 21	Growing up in Sandwell	GROWING UP: All children and young people have the same opportunities to achieve their full potential and are supported by adults, including parents and carers, to establish high aspirations.	Develop and implement a Special educational needs and disabilities (SEND) / Education, Health and Care (EHC) Recovery Plan to improve identification of needs and delivery of timely support for children and young people with and without EHC plans.	Quarter 4, March 2026	<p>Increase in the percentage of Education, Health and Care (EHC) reviews completed within the statutory annual timeframe.</p> <p>Increase in the percentage of EHC plans audited that meet quality assurance standards for personalisation and statutory compliance.</p> <p>Restructure of inclusive learning services to ensure capacity to meet demand.</p> <p>Customer satisfaction rates with the responsiveness and capacity of inclusion services.</p> <p>Increase in the percentage of children and young people receiving timely support, both with and without an EHC plan.</p>	AD SEND and Inclusion	Councillor Jalal Uddin – Children and Families	Delayed - Not on track, with major issues	Timeliness has dipped in quarter 2 for several reasons. Our assessment and planning pathways for children aged 0 to 5 were previously very poor and placed Sandwell as a regional and national outlier. Only 0.08 per cent of children under five were receiving an Education Health and Care Plan (EHC), which meant that many children started school with unmet needs. We know that almost all children who had worked with early years teams aged 0 to 5 went on to receive an EHC plan later in primary school, which resulted in years of missed support. In response, we have redesigned the 0 to 5 pathway to make it easier and more appropriate for very young children with significant needs to receive an EHC plan earlier. This has led to a double spike in assessment activity and applications, both from the early years age group and the usual volume from primary age children. In addition, the historic backlog was cleared in August. Staff who had been working on backlog clearance were then redirected into the main statutory team. This was positive and necessary, but it involved reallocating cases and changing working systems, which slowed some assessments during the transition period. Timeliness has also been affected by the rate at which statutory advice is returned. Health and social care partners are returning advice in around 90 per cent of cases, while the current return rate for education advice is approximately 18 per cent. We have now changed the advice pathway so that education advice is tracked in the same way, and we have streamlined expectations and processes. Additional locum educational psychology capacity is also in place so that any delays in psychological advice can be addressed with urgency.
CE 23	Growing up in Sandwell	GROWING UP: Children and young people have the right skills and support to take the next step in their life and are well prepared for adulthood.	Preparation for Adulthood (PFA) outcomes are embedded in young people's plans, and annual reviews for children, ensuring their views and aspirations into their plans are clearly identified and supported.	Quarter 3, October 2025	<p>Percentage rise in the number of Education, Health and Care (EHC) plans and annual reviews that include clearly defined and personalised PFA outcomes.</p> <p>Increase in the proportion of young people with EHC plans transitioning to further education, employment, training, or independent living.</p> <p>Feedback from young people indicating satisfaction with the inclusion of their views and aspirations in plans.</p> <p>Reduction in the number of young people with EHC plans who are not in education, employment, or training (NEET) post-16 and post-18.</p>	AD SEND and Inclusion	Councillor Syeda Khatun - Business and Skills	Delayed - Not on track, with major issues	<p>We have identified this is an area of missing skill set in the service - a future restructure will address this. Current Education, Health and Care plan does incorporate Preparation for Adulthood (PFA) PFA outcomes however the team need significant upskilling in order to meet this with quality. We have established links with Sandwell College who will support on training on PFA outcomes but this is not due to start until January.</p> <p>PFA strategy has been delayed. Focus will be on SEND and Alternative Provision (AP) strategy - due to be completed February. All other strategies reviewed after this with the support of our transformation partner.</p>
CE 11	Growing up in Sandwell	GROWING UP: All children and young people have the same opportunities to achieve their full potential and are supported by adults, including parents and carers, to establish high aspirations.	Improve the availability and quality of Alternative Provision (AP) for children with and without unidentified SEND through the development of a Vulnerable Learners Pathway to ensure children missing from education have their needs prioritised and access local Alternative Provision placements where necessary, focusing on early identification, timely intervention, and streamlined processes to secure appropriate education and support for vulnerable learners, enabling them to re-engage with learning and achieve positive outcomes.	Quarter 4, March 2026	<p>Percentage of children missing from education identified within a specified timeframe.</p> <p>Average time taken to assess and address the needs of children identified as missing from education.</p> <p>Percentage of identified vulnerable learners placed in suitable local Alternative Provision (AP) within a specified timeframe.</p> <p>Reduction in the number of children missing from education for prolonged periods.</p> <p>Attendance rates of children placed in AP</p> <p>Percentage of children in AP making expected progress in line with their individual learning plans.</p> <p>Reduction in the number of vulnerable learners requiring escalated interventions due to early and effective support.</p> <p>Satisfaction ratings from parents, carers, and learners regarding the pathway and support provided.</p> <p>Percentage of Alternative Provision placements meeting quality assurance standards.</p> <p>Increase in the number of vulnerable learners successfully transitioning back into mainstream education or progressing to positive post-16 destinations.</p>	AD SEND and Inclusion	Councillor Jalal Uddin – Children and Families	Mainly on track, with some minor issues	An Additionally Vulnerable Learners team has been established to lead work on improving access to appropriate education and support for children at risk of disengagement, including those with unidentified SEND. The team is currently gathering and analysing data to better understand local need, patterns of exclusion, and access to Alternative Provision.

CE 22	Growing up in Sandwell	GROWING UP: Children and young people have the right skills and support to take the next step in their life and are well prepared for adulthood.	Deliver the Strengthening Skills and Employment Strategy to improve access to employment and training opportunities for young people, families and adults.	Quarter 4, March 2026	<p>apprenticeships starts to increase by 3% in Sandwell</p> <p>Not in Education, Employment, or Training (NEET) and Not Known maintain current rate</p> <p>Work Experience starts increase to 300 per annum</p> <p>Increase in apprenticeships by 10%</p>	AD - Commissioning Partnerships, Improvement	Councillor Syeda Khatun - Business and Skills	Mainly on track, with some minor issues	Sandwell remains in quintile 1 for Not in Education, Employment, or Training (NEET) performance (including Not known). The Council's apprenticeship campaign engaged large numbers of residents (1300) to apply for apprenticeships advertised (73). Work is ongoing to support all who engaged into education, employment and training destinations. Apprenticeship starts in Sandwell are being impacted by businesses ability to recruit due to economic pressures. New programmes aiming to tackle youth unemployment have been launched including the Youth Employment trailblazer and Connect to work. The numbers of 18-24 year olds in receipt of out of work benefits is almost double the national average.
CE 3	Growing up in Sandwell	GROWING UP: Children and young people are given the best start in life and are well prepared for school.	<p>Ensure sufficiency of quality early years places for working parents.</p> <p>Deliver the Early Years Strategy and School Improvement Strategy to ensure equitable access to good or better early years provision.</p>	Quarter 4, March 2026	<p>Increase in the number of early years placements (Department for Education DfE target estimate of an additional 457 full-time equivalent places required by Sept 2025).</p> <p>Achievement of between 90-95% Early Years Provision judged good or better.</p> <p>That children reach a good development at the end of the early years foundation stage (EYFS) and that the gap between the local authority and national closes. (Target - close the gap to national by 2%)</p> <p>All SEND provision is managed through a Place Planning Strategy 0-25 years.</p>	<p>AD Education AD Education Support Services AD ILS</p> <p>Early Years Manager/ School Organisation & Capital Programmes Manager</p>	Councillor Harnoor Bhullar - Education	Mainly on track, with some minor issues	This quarter we have 3 settings graded as Requires Improvement and 1 childminder graded as inadequate. All of these settings have had and continue to have intensive support and monitoring.
CE25	Growing up in Sandwell	GROWING UP: Children and young people make good progress at school from preschool to when they leave school age 16 – ambition to reach national standard.	Deliver the School Improvement Strategy and Early Years Strategy to raise standards in all key stages and close the gaps with national benchmarking.	Quarter 4, March 2026	<p>Standards in early years, phonics, Reading Writing Maths (RWM) key stage 2 have improved to close the gap with National (by good level of development GLD by 2%, Phonics by 1%, RWM by 1%).</p> <p>Performance at Key Stage 4 continues to improve to close the attainment gap with national (level 9-4 by 1%, level 9-5 by 1%; Attainment 8 by 1%). Improvement in Progress 8 figures.</p>	<p>AD Education</p> <p>Head of Learning and Advisory Support Early Years Lead Manager</p>	Councillor Harnoor Bhullar - Education	Mainly on track, with some minor issues	Year 1 phonics outcomes remain 2% below national. Year 6 / Key Stage 2 have shown improvement. The number of children reaching expected outcomes reduced the gap to key stage 2 national from 3% in reading to 2%. In writing it remained 1% behind national. Maths reduced the gap to national from 2% to 1%. In Key stage 4 the picture is mixed so far, however outcomes have not yet been validated and some appeals are ongoing. Outcomes will be finalised in the new year.

Finance and Transformation - Delivery Plan

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)	Success factor	Lead Officer - Title	Cabinet Member	Quarter 2 Status	Quarter 2 Commentary
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	Capital project data held within Oracle Fusion and monitoring projections produced within the system.	Head of Finance Business Partnering	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Delayed - Not on track, with major issues	Capital project data held within Oracle Fusion, however Enterprise Performance Management not yet redesigned/rebuilt so that it is fit for purpose. Currently awaiting quotes from suppliers to carry out work required
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 Department for Work and Pensions (DWP) to implement Searchlight (IT benefits system) register and train staff and roll out its use for financial assessments within Adult Social Care	Quarter 1, April 2025	Successful rollout of Searchlight system	Divisional Manager - Brokerage Adult & Community Services	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Delayed - Not on track, with major issues	To be started in September (and completed in quarter 3) delays due to the management of additional workload resulting from year end and care quality commission (CQC) pending inspection
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	New planning consent to extend Sandwell Valley Crematorium and construct new cemetery is approved. Executive approves the development of new cemetery which is to be operational by 2027	Assistant Director - Registration Services	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	Geo-environmental report completed which has informed proposed layouts. Financial appraisal still to be completed.
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 (DP) financial audits are conducted in accordance with the DP Policy, initial audit at 6 months and thereafter annual audits	Quarter 3, December 2025	Reduction of future needs for care and support		Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	Work is ongoing with the contracted provider to enable the provision of the audit information, although there have been some improvements, this is still not to standard.
FT 19	One Council One Team	OCOT: Clear and transparent decision making and effective governance (data driven).	Implementation of a Corporate Asset Management System	Quarter 2, September	Fixed asset register held and updated within Tech Forge	Head of Financial Accounting, Financial Planning and Treasury Management	Councillor Paul Moore – Statutory Deputy Leader, Finance and Resources	Mainly on track, with some minor issues	With the exception of asset valuation records that are linked to inter-asset transfers, all other in year transactions for 2023/24 have been loaded onto the live system and fully reconciled to the underlying Fixed Asset Register (FAR) spreadsheets and the balance sheet. The functionality within the system for inputting asset category transfers & inter asset transfers has proven to be an extremely complex & time-consuming process. Hence the delay in loading these transaction types. Despite these complexities, input of all 2023/24 inter asset transfers & associated valuation transactions into the test system have generated the expected results. However, we need to seek additional assurances from the Civica development team prior to input of these transactions into the live system, to confirm that we are using the correct and most efficient input process. We are currently awaiting confirmation from Civica for a date for a consultancy session to cover off this and other issues outlined below. Civica have been asked to prioritise this session. The system will then need to be rolled forward into 2024/25. This is a process that has to be done via a request to the CIVICA support team. Once the system is rolled forward then the 2024/25 transactions can be loaded into the system. We are currently still working to a deadline of the end of October to complete this next input phase. This is however dependent on how soon Civica can deliver the consultancy session referred to above. Oracle financial codes have been re-mapped to the new fusion codes, and these have been set up in the live system. Once the system is rolled forward into 2024/25 each individual asset record can be updated with the new codes. The final phase will then involve rolling the system forward into the current financial year 2025/26. The "Roll-Back" functionality within the system enables individual transaction input errors to be reversed, and corrected entries re-posted. However, advice is needed from the Civica support team on the process to "Roll Back" a file of transactions that has been input using a data loading file. We also want to cover this off as part of the consultancy session.

Place Directorate - Delivery Plan

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)	Success factor Performance Indicator(s)	Lead Officer - Title	Cabinet Member	Quarter 2 Status	Quarter 2 Commentary
PLACE6	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 maximized, creating job opportunities for local residents.	Secure development Partner for delivery of West Bromwich Town Centre masterplan	Quarter 4, January	Successful appointment of partner	Service Director Economy and Regeneration	Councillor Peter Hughes – Regeneration and Infrastructure	Delayed - Not on track, with major issues	<p>- Previous programme agreed by Cabinet in March 2025 outlined issue of the procurement opportunity (Invitation to Participate (ITP) Stage) on 15th September. Project team had been preparing a suite of supporting reports, letters of support, technical documents and briefing notes to accompany the publication.</p> <p>- Sandwell Council Legal colleagues have subsequently requested changes to the procurement strategy agreed by Cabinet. These amendments included full draft legal documents at ITP stage rather than Heads of Terms (HoTs) as outlined in the Cabinet paper. As such, publication could not be achieved on 15th September whilst these amendments are incorporated.</p> <p>- A period of time will now be required for the external legal consultancy team to draft full legal documents in preparation for a revised publication date in Quarter 1 2026. This report seeks the direct award of the phase 3 procurement to Savills and Browne Jacobson on the basis of their unique market position in relation to this scheme.</p> <p>- This work cannot begin until Sandwell Council Legal have approved the Exemption report presented in September 2025.</p> <p>- It should be noted that the selection of a preferred developer partner cannot now be realised in advance of the election in May 2026 which was a procurement risk identified during the Preliminary Market Engagement process.</p>
PLACE2	Living in Sandwell	LIVING IN: Safe and affordable homes.	Deliver Housing Repairs Review & Backlog Improvement Plan	Quarter 4, March	Regulator of Social Housing re-grading on consumer standards - C2/C1	Assistant Director - Asset Management	Councillor Vicki Smith – Housing and Sustainable Development	Mainly on track, with some minor issues	Backlog contractor start date delayed slightly, however works now commenced on site with a robust plan to monitor performance until end of contract.
PLACE7	Living in Sandwell	LIVING IN: Residents feel safe in their communities during the day and at night.	Review and Implement new structures and processes to address Anti Social behaviour (ASB)	Quarter 2, September	Implementation of new operating model	Service Director Environment and Public Protection	Councillor Suzanne Hartwell – Deputy Leader, Neighbourhoods and Community	Mainly on track, with some minor issues	Work progressing, design principles for new Anti Social Behaviour (ASB) team co-designed with Members Steering Group. Timescales revised because additional work had to be completed to forecast demand and resource requirements due to data integrity concerns.
PLACE9	One Council One Team	OCOT: A sustainable financial strategy and frameworks to enable controlled and coherent delivery of the council's priorities	Delivery of Corporate Landlord approach to Asset Management	Quarter 4, March	Implementation of new operating model	Service Director Property and Assets	Councillor Peter Hughes – Regeneration and Infrastructure	Mainly on track, with some minor issues	<p>Implementation ongoing</p> <p>- Budget centralisation underway targeting business rates and utilities first in conjunction with Finance. Once completed we will be progressing service budget centralisation commencing with Public Protection and Environment.</p> <p>Tier 4 restructure underway with head of service job descriptions now drafted and due to be evaluated in Quarter 3. Wider service to review to be undertaken following this.</p> <p>- Asset database update ongoing with procurement of asset data system underway.</p> <p>- First draft of Strategic Asset Plan now complete and circulated. This is to be circulated to directorate management team meetings for further feedback with Cabinet date now moved to January 2026.</p>
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	Successful implementation of new model and effective co-ordination with WMCA Economic Development strategy	Service Director Economy and Regeneration	Councillor Syeda Khatun - Business and Skills	Mainly on track, with some minor issues	Delivery of UK Shared Prosperity Fund funding outputs on track. The delivery of a new model through the Economic Development Vehicle at the West Midlands Combined Authority remains under discussion and officers are working through the implications for Sandwell.
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	Start on site on major transport project	Service Director Economy and Regeneration	Councillor Keith Allcock – Environment and Highways	Mainly on track, with some minor issues	Involvement contract now signed and work progressing well on considering risks and buildability of the scheme with John Sisk (Contractor). Numerous utility location probing being undertaken. Draft orders to be published, final preparations being made with land agents and solicitors. Section 6 progressing well and final design drawings awaiting technical sign off by National Highways.

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		Service Director Environment and Public Protection	Councillor Keith Allcock – Environment and Highways	Mainly on track, with some minor issues	Fly tip clearance rates remain strong. Developing partnership with Brent LBC to share good practice in relation to fly-tipping. Phase 2 management restructure brings together responsibility for fly-tip clearance and enforcement.
PLACE14	Living in Sandwell	LIVING IN: Quality green spaces.	Plant 10,000 trees by 2030.	Quarter 4, March		Service Director Environment and Public Protection	Councillor Keith Allcock – Environment and Highways	Mainly on track, with some minor issues	The target for this quarter (200) has not be achieved, (125) trees were planted, but due to the extremely dry summer we decided to pause anymore planting until Quarter 3.
PLACE17	Thriving in Sandwell	THRIVING: A thriving cultural, heritage and leisure offer.	Develop a sustainable and attractive visitor services offer	Quarter 4, March			Councillor Suzanne Hartwell – Deputy Leader, Neighbourhoods and Community	Mainly on track, with some minor issues	Review underway, initial focus on concession contracts for key attractions (funfair, ropes course, etc).

Public Health - Delivery Plan

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)	Lead Officer - Title	Cabinet Member	Quarter 2 Status	Quarter 2 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	Consultant in Public Health	Councillor Jackie Taylor – Adult Services, Health and Wellbeing	Delayed - Not on track, with major issues	No NHS Health Checks were completed in Quarter 2. The start of the new NHS Health Checks service has been delayed; service delivery is due to begin early in Quarter 3. The new model delivered through GPs has required contractual arrangements with 44 GP surgeries, rather than a sole provider, which has taken more time to set up. Around 40 of the GPs now have contracts and are starting health checks. The risk to the population is minimal as this is a five year programme and the late start does not impact on the ability to deliver a health check to residents aged 40-74 once every 5 years.
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	Healthy Sandwell Project Manager	Councillor Jackie Taylor – Adult Services, Health and Wellbeing	Delayed - Not on track, with major issues	There were 6 completions of the e-learning module in Quarter 2, for a total of 43 for the year to date. There were also 43 completions in Quarter 4 last year following the launch of the e-learning module in February 2025, but the number of completions has reduced in Quarter 2. We are looking at how we can further promote this to staff. In addition, we have been working with Sandwell and West Birmingham NHS Trust to adapt the e-learning module for use with their staff. This work is nearing completion. The team has continued to deliver Making Every Contact Count training in person or via Teams and reached 95 people this way in Quarter 2. The Public Health team has also been delivering training to GP practice staff in preparation for the NHS Health Checks service so that they are aware of the services they can refer into.
PH2	Growing up in Sandwell	GROWING UP: Children, young people and their families receive the right support, in the right place, at the right time.	Delivery of Health Visiting universal contacts; Implementation of Perinatal Mental Health workstream (Family Hubs); Delivery of Best Start programme; Implement the Emotional Health and Wellbeing charter mark in education, early years and voluntary sector settings; Deliver the 21st century child programme in 6 secondary schools; Deliver SHAPE anti-bullying road shows in 10 schools; Deliver anti-bullying safeguarding and transition days in 20 schools; Deliver SHAPE your talent show;	Quarter 2, July to September 2025	Consultant in Public Health 0-19 Programme Manager	Councillor Jalal Uddin – Children and Families	Mainly on track, with some minor issues	Status rating based on Health Visiting Low Staffing Standard Operating Procedure (SOP) however contacts on track based on the risk assessment within this. Based on Health Visiting Quarter 1 data; below shows data on health visits to pregnant women, children and their families following birth and early childhood. Percentage of births that receive a face to face new born visit within 14 days – 54.05% Percentage of births that receive a face to face new born visit after 14 days – 40.92% (low staffing SOP) Total 94.97% Percentage of children who receive a 6-8 week review – 95.2% Percentage of infants being breastfed at 6-8 weeks - 47.24% Percentage of children who received a 12 month review by 12 months – 96.35% Percentage of children who receive a 2-2.5 year review – 93.55% All indicators apart from the New Birth Visits within 14 days are above the national average, and increasing. 1 Ready Steady Wean programme (2 sessions) 1 Fussy eating programme (3 sessions) Emotional Health and Wellbeing Charter mark in 3rd and final year so in the evaluation phase. Some elements of charter mark (voluntary community sector and early years settings) are not meeting key performance indicator targets set, explored in more depth in the evaluation with options paper pending. Positive feedback and impact report available for 21st century child 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	Healthy Sandwell Project Manager	Councillor Jackie Taylor – Adult Services, Health and Wellbeing	Mainly on track, with some minor issues	There were an average of 1,723 contacts per month in Quarter 2. This is below target, but the target is an average across the whole year. There were more than 1,800 referrals a month in both July and September but a lower number of referrals in August brought the Quarter 2 monthly average down. We expect that contacts will increase once referrals from NHS Health Checks start to flow into the team.
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