



“Our vision for Adult Social Care in Sandwell is: The right support, at the right time and the right place, to maximise independence and empower people to remain safe and healthy.”

**Rashpal Bishop - Executive Director
Adult Social Care and Health**

Achieving Our Ambitions

We are responsible for the prevention, planning, commissioning and delivery of social services for vulnerable adults in Sandwell. Our key focus is to **protect residents from harm to their health and wellbeing**. The **voice of our residents** will always be at the heart of decision making.

We will ensure that residents needs for care and support are **reduced or prevented through early intervention** and prevention programmes. We want people in Sandwell **to remain as independent as possible** for as long as possible and for them to **lead fulfilled and independent lives**. We know the important role that carers play and will provide **support for them to carry out their caring** role.

Our Services:

- Commissioning
- Direct Services
- Social Work

Key Plans and Strategies

- Adult Social Care Strategy
- Adult Social Care Digital and Tech Strategy
- Commissioning Strategy for Adult Social Care
- Dementia Strategy
- Improvement Plan 2025
- Neighbourhood Health Plan
- Sandwell Joint Carers Strategy 2022 - 2026 and Action Plan
- Transformation Board workstream overview
- Workforce Strategy Action Plan



Priority Actions and Monitoring Progress

We support delivery of the **Healthy in Sandwell and One Council One Team** strategic themes from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

Healthy in Sandwell

- Continue to work with Safeguarding Partners to ensure the priorities identified by the Sandwell Safeguarding Adults Board are delivered
- Contribute to the development of an Integrated Neighbourhood Model with Place partners and deliver the Neighbourhood Health Plan
- Deliver the four priorities of the Digital & Tech Board
- Design and implement future model for Demand, Access and Front Door
- Develop Dementia and Carer Friendly Communities
- Embed the new Practice Framework with Strength-Based Practice
- Embed the ethos of co-production within social work practice and service development
- Enhance engagement with the voluntary and community sector
- Ensure Moving with Dignity is embedded and an option in intermediate care domiciliary care market
- Expand hospital avoidance prevention approach and integrate with health
- Improve our service to carers
- Improve the experience of young people's transitions in Sandwell
- Increase utilisation of Direct Payments

One Council One Team

- Develop how we engage with residents who access Adult Social Care
- Invest in our people to build a sustainable workforce for the future
- Review the workforce strategy plan in line with transformation objectives

Our top Key Performance Indicators are:

1. Quality of life of people who use our services
2. Overall satisfaction of carers with social services

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

www.sandwell.gov.uk/performance

Assistant Chief Executive



“Our role as the council’s engine room is pivotal; we are the driving force behind innovation, improvement, and the consistent delivery of high-quality services that meet the needs of our residents.”

James McLaughlin - Assistant Chief Executive

Achieving Our Ambitions

We will provide **clear and transparent decision making and effective governance**. Our key focus is to **improve outcomes for local people** by providing excellent, **high quality inclusive services for all of our customers**. To do this, we will continue to listen to those we serve, ensuring that **all of our residents, including our children and young people are active participants in influencing change**.

Driving the culture of the organisation starts with us. We will improve our **understanding and work with our communities**, ensuring that **our workforce is representative** of our local community. We aspire to be an **employer of choice, with a high performing workforce**.

Our Services:

- Customer, Democracy and Neighbourhoods
- Human Resources and Organisational Development
- Strategy and Communications

Key Plans and Strategies

- Council Plan 2024 - 2027
- Communications Strategy
- Customer Experience Strategy 2025 - 2028
- Forward Plan
- Member Development Strategy
- People Strategy 2024 - 2027
- Performance Management Framework
- Sandwell Neighbourhoods Strategy 2024 - 2027



Plan on a Page 2026 - 2027



Priority Actions and Monitoring Progress

We support delivery of the **One Council One Team** and **Living In Sandwell** strategic themes from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

Living in Sandwell

- Conduct a 12 month review of the neighbourhood working model
- Develop the Sandwell Aspirations Programme, setting out tangible actions to address deprivation

One Council One Team

- Work collaboratively with the Sandwell Together Partnership to co-produce and launch a shared vision for the borough
- Drive intelligence led decision making, improving the use of insights and further enabling the voice of all residents in this process
- Reset the council’s strategic priorities and launch a new Council Plan
- Drive high standards of customer service across the Council ensuring that all staff focus on the delivery of consistent and quality services that meet the needs of our communities
- Deliver the People Strategy Action Plan
- Implement the Communications Strategy
- Implement Elected Member Induction and Development programme
- Increase youth participation in and engagement with decision making
- Ensure effective governance and oversight of voluntary sector grant programmes that are aligned with council priorities
- Maintain the Constitution, publish the Forward Plan of Key Decisions and develop and deliver ambitious work programmes for scrutiny

Our top Key Performance Indicators are:

1. Customer satisfaction - One Stop Shop, MySandwell, Contact Centre
2. Trust and satisfaction in the council as reported in the Residents Survey

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

www.sandwell.gov.uk/performance



“We want to ensure that every child and young person has the opportunity to learn, grow and thrive in a safe, supportive environment. Our shared goal is clear: to provide every child with the support and opportunities they need to flourish.”

Sally Giles - Executive Director Children and Education

Achieving Our Ambitions

Our focus is to ensure that all children and young people in Sandwell are **given the best start in life** so that they can go on to **achieve their full potential** in the future. We will support them to **lead happy, healthy lives** offering a range of opportunities for **positive activities, play and having fun**. We want every child in Sandwell to grow up in a **safe, stable loving home**. Our aim is to ensure that children, young people and their families **receive the right support, in the right place and at the right time**.

Our Services:

- Commissioning, Partnerships, and Improvement
- Education Services
- Education Support Service
- Special Educational Needs and Disabilities (SEND)

Key Plans and Strategies

- Attendance Improvement Plan
- Children and Families Strategy 2025 - 2028
- Child Friendly Sandwell Action Plan 2026 - 2029
- Corporate Parenting Strategy 2025 - 2028
- Corporate Safeguarding Oversight Improvement Plan
- Early Years Strategy 2026 - 2028
- Elective Home Education Improvement Plan
- Inclusion Strategy
- Neglect Strategy
- School Improvement Strategy
- Skills and Employment Strategy 2024 - 2030
- SEND Strategy and Improvement Plan
- Workforce Development Plan



Priority Actions and Monitoring Progress

We support delivery of the **Growing up in Sandwell** strategic theme from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

Growing up in Sandwell

- Ensure the Early Years Strategy aligns with the Best Start in Life Plan to meet national EYFS Good Level of Development targets by 2028
- Ensure schools are supported to meet national Key Stage 4 standards, focusing on Maths and sustained progress from Key Stage 2 onwards
- Adopt a whole-system approach supporting Sandwell schools boost attendance above national averages, focusing on reducing persistent absences and improving attendance among vulnerable groups
- Deliver SEND transformation by ensuring children and young people with SEND receive the support they need as soon as possible, partnering across services and families to incorporate lived experience into service design and delivery
- Prepare young people for their next step by creating a multi-agency employment and careers hub to boost their access to education, employment or training
- Deliver on the Child Friendly Sandwell Action Plan priority area Communications focusing on strengthening the voice, influence, and engagement of children and young people
- Ensure there is a partnership approach to implementing the national reforms in respect of family help and safeguarding

Our top Key Performance Indicators are:

1. % of children achieving a Good Level of Development in the EYFS
2. % of all pupils in Sandwell schools achieving a Grade 5 (strong pass) or above in both English and Maths at the end of Key Stage 4
3. % of Education, Health and Care Plans completed within 20 weeks, excluding agreed exceptions for all age groups, from referral date

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

www.sandwell.gov.uk/performance



“We are a dedicated support partner and a direct provider of services. Our focus is on transformation and innovation that drives efficient services and achieves the best possible outcomes for all our residents and communities.”

Alex Thompson - Executive Director Finance and Transformation

Achieving Our Ambitions

We provide services to all residents and business through accessible frontline services. We also support council services across the whole organisation by providing financial and regulatory frameworks and systems that are safe, robust and effective. Our key focus is to ensure that we have a **sustainable financial strategy and frameworks** in place to enable achievement of the council's priorities. We provide **clear and transparent decision making and effective governance**.

We aspire to **provide high quality inclusive services** for all of our customers. We will continue to provide support to our residents so they have the **resilience to achieve real change** in financial circumstances.

Our Services:

- Finance
- Governance
- Transformation and ICT

Key Plans and Strategies

- Forward Plan
- Medium Term Financial Strategy
- Contract Procedure Rules
- Procurement Strategy
- Digital, Data and Technology (DDaT) Strategy
- Digital Strategy
- Internal Audit Plan 26/27
- Transformation Programme
- Risk Management Strategy



Priority Actions and Monitoring Progress

We support delivery of the **One Council One Team** strategic theme from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

One Council One Team

- Develop a professional, core competency skills framework
- Develop an annual Forward Plan for Cabinet
- Achieve and deliver a sustainable Medium Term Financial Strategy
- Publish a draft and final Statement of Accounts
- Establish and implement the Procurement Strategy
- Improve debt recovery to reduce the value of outstanding council tax, business rates and sundry debt
- Drive delivery of the transformation programme for 2026/2027
- Deliver and embed the Digital, Data and Technology Strategy
- Adopt the Artificial Intelligence Strategy
- Complete internal audit reviews as set out in the Internal Audit Plan
- Participate in the Cabinet Office's National Fraud Initiative and produce an Annual Report on all Counter Fraud activities
- Explore opportunities for new technologies and improve timeliness for response to Freedom of Information and Subject Access Requests
- Establish systems to capture feedback from both internal customers and residents
- Comply with the following external accreditations: Lexcel, CIPFA Financial Management Code, Platinum CIPFA, Cyber Assessment Framework, Public Services Network, Cyber Essentials, and Green Flags

Our top Key Performance Indicators are:

1. Achieving financial targets
2. Collecting Council Tax and Business Rates on time
3. Processing of benefit claims within timescale

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

www.sandwell.gov.uk/performance



“ The services we provide touch our communities’ lives daily and play a vitally important role in ensuring their wellbeing. In all we do we place the needs of our residents and our communities first and foremost. ”

Alan Lunt - Executive Director Place

Achieving Our Ambitions

Our key focus is to **improve outcomes for local people**. To do this we will provide **safe and affordable homes** that are **well connected** and keep our public spaces **clean and well maintained**. We will support **businesses to grow, maximise investment** into the borough and **create job opportunities** for local people. Working together with our partners, we aim to ensure that our **residents feel safe in their communities** during the day and at night.

Our Services:

- Economy and Regeneration
- Environment and Public Protection
- Housing
- Property and Assets

Key Plans and Strategies

- Alternate Weekly Collections Implementation Plan
- Asset Management Strategy
- Business Growth Plan
- Climate Change Strategy
- Community Safety Strategy
- Cultural Strategy
- Domestic Abuse Strategy
- Housing Asset Management and Compliance Strategy 2025-2030
- Housing Improvement and Transformation Plan
- Housing Strategy 2023-2028
- Regeneration Strategy and Pipeline
- Strategic Road Safety Plan 2024-2030
- Sandwell Local Plan (when adopted)



Priority Actions and Monitoring Progress

We support delivery of the **Living in Sandwell, Thriving In Sandwell and One Council One Team** strategic themes from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

Living in Sandwell

- Deliver phase two of Alternate Weekly Collections - expand for flats
- Develop a clear strategy for parks and visitor services
- Develop and refresh the Housing Improvement and Transformation Plan
- Provide advice and assistance to landlords and residents in line with Renters Right Act reforms
- Recommission the service for Welfare Rights and Debt Advice
- Refresh the Housing Strategy and Allocations Policy
- Standardise how we maintain the public realm
- Implement new Anti-Social Behaviour operating model

Thriving in Sandwell

- Work with West Midlands Combined Authority to maximise the benefits of the Birmingham, Smethwick to West Bromwich and Wednesbury to Dudley Growth Corridors
- Align Business Growth service to Economic Development Vehicle
- Deliver Regeneration Pipeline programmes
- Embed the new Sandwell Local Plan into decision making
- Ensure robust policy basis to improve highways connectivity
- Conduct Strategic Leisure Review

One Council One Team

- Adopt a new Asset Management Strategy

Our top Key Performance Indicators are:

1. Housing Compliance Health Check (over six key areas)
2. Household waste recycled and composted rate

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

www.sandwell.gov.uk/performance



“Our focus is to improve health and well-being and narrow health inequalities. We are evidence led, working with partners and local people to commission and provide public health services and strengthen the Council’s impact as healthy place-maker.”

Dr Frances Howie - Interim Director of Public Health

Achieving Our Ambitions

We drive improvement through primary, secondary and tertiary prevention. We work with partners to shape a Borough where healthy lifestyle choices are easy to make and preventable health problems are unlikely to develop. We empower residents to take responsibility for their own health, increasing health literacy and easing access to early help when needed. We commission services such as NHS Health Checks, health visiting and school nursing to spot problems early and act swiftly. We commission services, such as drug and alcohol services, to effectively treat any problems which have developed, and to reduce the risk of reoccurrence. Our approach is rooted in evidence and in a commitment to partnership with local people and with strategic partners.

Our Teams:

- Health Improvement - Children and Adults
- Health Intelligence – Healthcare Public Health
- Health Protection
- Neighbourhood Health

Key Plans and Strategies

- Air Quality Action Plan 2025 - 2030
- Better Mental Health Strategy 2024-2029
- Children’s Emotional Health and Wellbeing Action Plan
- Health Determinants Research Collaboration (HDRC) Programme
- Health and Wellbeing Strategy 2026 - 2031



Priority Actions and Monitoring Progress

We support delivery of the **Healthy in Sandwell** and **One Council One Team** strategic themes from the Council Plan. To achieve the desired outcomes outlined in the Council Plan 2024 - 2027, we will:

Healthy in Sandwell

- Deliver statutory Public Health duties
- Ensure approval of a joint Health and Wellbeing Strategy 2026 - 2031
- Agree and deliver the core Public Health offer to NHS
- Deliver NHS Health Checks service through GP practices
- Recommission the Healthy Child programme, monitoring outcomes and impact of the existing programme
- Deliver and evaluate year two of the Healthy Pregnancy Service
- Deliver Children's Emotional Health and Wellbeing Action Plan
- Review and strengthen delivery of Making Every Contact Count
- Develop and ensure approval of the Oral Health Strategy
- Develop Obesity Strategy and Physical Activity Framework, ensuring equitable provision options
- Rollout the Tier2 Adult Weight Management programme run through Leisure Centres
- Recommission Sexual Health Services
- Ensure strong delivery of commissioned services for alcohol and drug treatment and smoking cessation
- Deliver the outcomes committed to for year three of the HDRC

One Council One Team

- Ensure data from the Joint Strategic Needs Assessment informs Council planning and delivery

Our Top Key Performance Indicators are:

1. Number of NHS Health Checks delivered
2. Delivery of 5 Health Child Programme checks in our target populations
3. Numbers coming into stop smoking services/conversion rate

We monitor performance on a quarterly basis through our Corporate Performance Report. You can view our progress here:

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