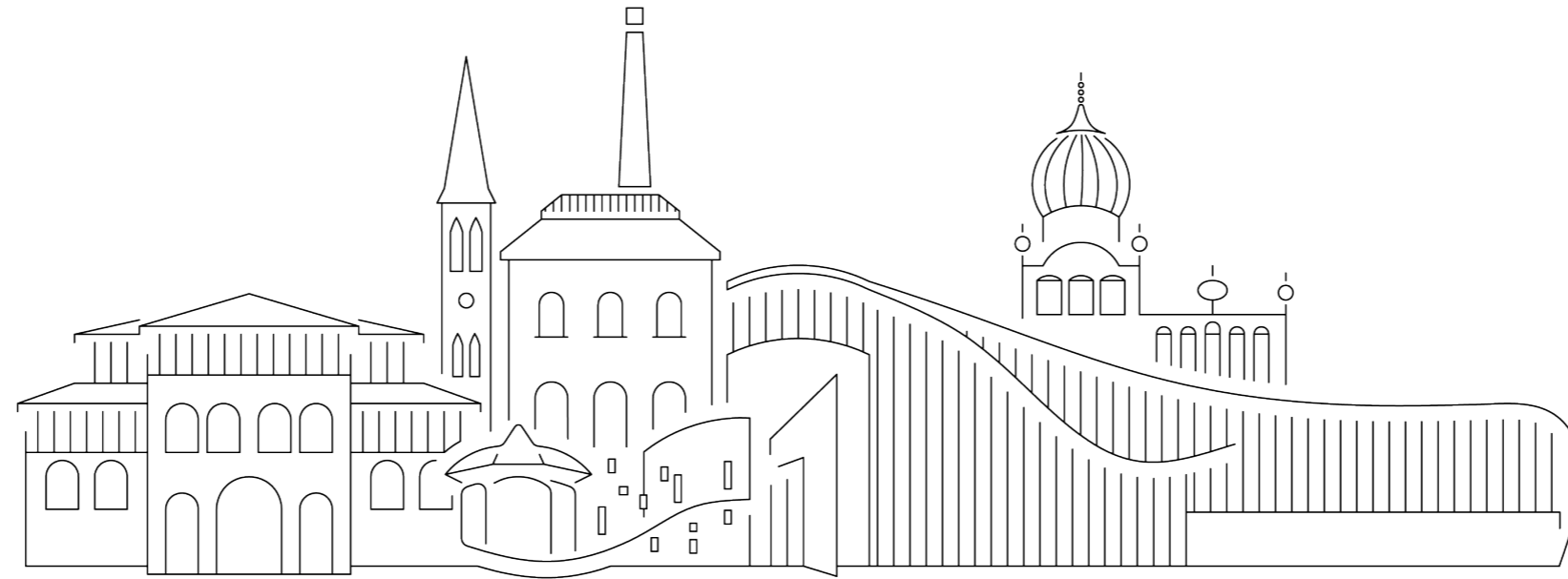




Adult Social Care, Health and Wellbeing Directorate Business Plan

2019 – 2022



Ambition 1



Sandwell is a community where our families have high aspirations and where we pride ourselves on equality of opportunity and on our adaptability and resilience.

Ambition 2



Sandwell is a place where we live healthy lives and live them for longer, and where those of us who are vulnerable feel respected and cared for.

Ambition 3



Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy.

Ambition 4



Our children benefit from the best start in life and a high quality education throughout their school careers with outstanding support from their teachers and families.

Ambition 5



Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.

Ambition 6



We have excellent and affordable public transport that connects us to all local centres and to jobs in Birmingham, Wolverhampton, the airport and the wider West Midlands.

Ambition 7



We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.

Ambition 8



Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.

Ambition 9



Sandwell has become a location of choice for industries of the future where the local economy and high performing companies continue to grow.

Ambition 10



Sandwell now has a national reputation for getting things done, where all local partners are focused on what really matters in people's lives and communities.

Section 1

Adult Social Care, Health and Wellbeing Directorate Introduction

Welcome to the Business Plan for the Adult Social Care, Health and Wellbeing Directorate for 2019 to 2021. This plan sets out our commitment to Visions 2030 and the Directorates priorities to deliver the Ambitions contained in the Vision.

This Executive Directorate is one of the four that sits under the Councils Management Team and has responsibility for Adult Social Care, Health and Wellbeing.

The Directorate consists of three areas: Adult Social Care, Public Health and Regulatory Services and is responsible for a wide range of services that protect and support adults, children and young people living in Sandwell to be healthy and safe by preventing the risk of harm, fraud or abuse.



Section 1

Statement of Cabinet Members Commitment

The Adult Social Care, Health and Wellbeing Directorate is supported mainly by three of the following Cabinet Members who provide political direction, steer and support the directorate in achieving the Ambitions within the 2030 Vision and the Directorate's priorities.

Councillor Ann Shackleton
Cabinet member for
Social Care



Supporting the most vulnerable adults and their carers in our communities is a key priority for the council. To achieve this we need to support better joint working between health and social care and ensure people are discharged from hospital as quickly and safely as possible; helping them to move on to appropriate care.

We will continue to develop collaborative ways of working with health, maximising resources such as the Better Care Fund, to support people to live in their own homes longer and prevent hospital admissions.

Councillor Kerrie Carmichael
Cabinet member for Housing



Work with the private rented sector to ensure landlords are providing a good standard of accommodation for their tenants is essential and a priority for Sandwell. We will also be looking at how we make best use of Disabled Facilities Grants to support people to remain independent within their own communities.

Councillor Elaine Costigan
Cabinet member for Public
Health and Protection



Working with the police, fire service and other partners to tackle crime, anti-social behaviour and prevent the threat of radicalisation is essential.

It is also important that we tackle domestic abuse by supporting victims and work with schools to address sexual violence. We will also focus on keeping people well for longer and tackle obesity, encouraging people from all ages to exercise and promote healthy eating.

Moving forward I will be working closely with officers in Public health, schools and partner organisations to work on a joint plan of activities to tackle obesity. In addition I will be working with Regulatory Services to ensure we offer a rapid and effective response to residents needs and will tackle any issues which may result in enforcement activity against individuals and organisations in the Borough.

Section 2

2. What is the Adult Social Care, Health and Wellbeing Directorate?

The Adult Social Care, Health and Wellbeing Directorate has a broad range of service areas including Adult Social Care, Public Health and Regulatory Services who carry out a range of activities which include: assessment and commissioning of appropriate care packages and the provision of care in Residential, Home and Day Care settings, public health initiatives, enforcement duties through Environmental Health, Trading Standards, Wardens service and Taxi Licencing.

The directorate aims to:

- Help people who need social care to live as independently as possible in their own homes and provide residential services to people who are no longer able to. People will also be provided with a choice over where they live by developing 'extra care' housing schemes that offer alternatives to residential care. Adult Social Care services support adults with varying needs including learning disabilities, mental health, older people and those with physical and sensory impairment.
- Improve the health and wellbeing of Sandwell people to reduce health inequalities by providing information and support to make healthy lifestyle choices to enable them to have longer and healthier lives.
- Protect the public and keeping people safe from the risk of harm, fraud or abuse, ensuring Sandwell is a healthy and safe place to live and work in.

We have a statutory responsibility in managing the two following boards:

- The Sandwell Health and Wellbeing Board, which brings together key leaders from the health and care system, such as NHS, public health, local government, the fire and police service and the voluntary sector along with Healthwatch to jointly work together and plan how best to meet local health and care needs to improve the health and wellbeing of the Sandwell's population. Sandwell people also influence the work of the board and have the opportunity to help shape the future of Sandwell.
- Sandwell Adults Safeguarding Board is a multi-agency partnership made up of statutory sector member organisations and other non-statutory partner agencies. The Board has strategic responsibility for the development, co-ordination, implementation and monitoring of multi-agency policies and procedures

that safeguard and protect adults from the risk abuse in Sandwell.

We also have a key role in providing data analysis to the whole council as well as partners in the health and voluntary/community sectors to improve service delivery and inform proactive interventions.

In addition we have responsibility for the SHAPE Programme, which is a corporate child's voice initiative that supports other directorates within the council with activities to listen to the voice of children and young people in Sandwell using five themes: Staying Safe, Being Healthy, Enjoying and Achieving, Making a Positive Contribution, Economic Wellbeing.

We have a skilled and experienced workforce of 1035 staff across the whole directorate who are committed in delivering and achieving the Ambitions in Visions 2030 and the Directorates priorities.

2.1 Achievements over the last twelve months

Over the last year we have seen a number of achievements across the breadth of the directorate.

Adult Social Care

Sandwell is performing exceptionally well with regards to supporting people to be discharged from hospital as soon as they are medically fit. This is measured nationally as Delayed Transfer of Care (DToc). Sandwell is not only the best performer in the West Midlands but the 4th in the country for the lowest number of delays.

In October 2018, a new integrated Hub launched which brought together a number of services, to improve the flow of individuals from acute to non-acute settings. The focus is on improving patient journey and experience, through integrated working that will help reduce the number of delayed transfers of care. The hub is based in West Bromwich, at the Lyng Medical Centre.

A Red bag project has been implemented whereby care home residents who are transferred to hospital will be given a Red Bag which contains standardised paperwork, medication and personal belongings when they come into hospital. 40 care homes received the

Red Bags in 2018, with 200 bags being used by care home residents.

35 bungalows and 58 apartments were built and available to Sandwell residents on Oxford Road in 2018, providing much-needed homes for people with a range of health and social care needs. They included specially designed homes suitable for wheelchair users. Residents have embraced the move, and we have seen so many positive outcomes for the individuals. They are now able to live independent lives, with the care and support on offer for their personal needs.

A pilot Falls Prevention Project with West Midlands Ambulance Service and Community Alarms has been launched to prevent injurious falls and reduce the number of unnecessary hospital admissions due to falls. The service will involve any call outs received by West Midlands Ambulance Service from Sandwell residents aged 65 and over who are not conveyed to hospital. Instead, they will be referred to the local Community Alarms Service who will respond and issue a temporary alarm for 4 weeks and refer into a physical activity programme for older adults specifically to improve their strength and balance to reduce the risk of injurious falls.

In November 2018 the Trusted Assessor project was implemented. The assessor will undertake assessments in hospital in lieu of care homes doing so, with the overall aim of it supporting more timely discharges and reductions in length of stay.

Since the introduction to the demonstration flat at the Independent Living Centre this year, we have completed 106 assessments for aids and adaptations equipment to help people to live in their own homes and enable independence.

We have worked with a trail blazer group and are the first to roll out the Apprenticeship programme for Social Workers.

Our 'See Something Do Something' campaign has been successful and adopted by other Local Authorities including Dudley & Warwickshire.

The Appointeeship Unit have continued to take on the Deputyship function for individuals that do not have capacity to manage their own finances, there are currently in excess of 480 individuals in receipt of this service. The recent Assurance Visit conducted by the Office of the Public Guardian was positive, recognising good practice.

We have successfully developed and delivered the Human Rights Champions Programme for care and support staff which supports the Care Quality Commission Human Rights Strategy and emphasises the importance of treating people in care and support settings with dignity. Fifteen care employees, all working in nursing homes, residential homes or extra-care housing schemes became human rights champions in their own workplace, promoting what they have learned to other colleagues and challenging situations where they believe rights are being compromised or not promoted.

Our leadership and commitment to an excellent health and safety record was recognised by the prestigious annual scheme run by the Royal Society for the Prevention of Accidents (RoSPA). We were awarded the Presidents Gold award in 2018 for twelve consecutive Gold awards.

Public Health

Sandwell's Blue Light Project has been recognised nationally as good practice. The project supports alcohol dependent adults who do not engage in substance misuse treatment and are a burden on "blue light" services (eg, ambulance, police). An evaluation of the project showed a return on investment of 471%.

The Healthy Sandwell team have dealt with 10,000 enquiries from Sandwell residents between January and October 2018 and helped people access support to Drugs & Alcohols Services, Physical activity and weight management packages, Stop smoking support, NHS Health Checks and the diabetes prevention programme.

In 2018, 2500 people were referred via Healthy Sandwell to the national Healthier You: NHS Diabetes Prevention Programme which exceeds referral targets set by NHS England. Individuals referred to the programme received tailored support to help reduce risk of developing Type 2 diabetes.

In order to improve sexual health outcomes, Sandwell Council has worked closely with Sandwell General Hospital to implement an online sexually transmitted infections testing service. Sandwell residents are now able to order a testing kit online helping to reduce any barriers to accessing support whilst allowing peace of mind, convenience and privacy. This approach not only helps to allow earlier identification of sexually transmitted infections, but also allows significant efficiencies across the system including reduced

Section 2

treatment costs. As a result Sandwell continues to improve its diagnoses rate of sexually transmitted infection's in the local population.

The SHAPE Child's Voice Programme which aims to listen the voice of children and young people received numerous awards such as:

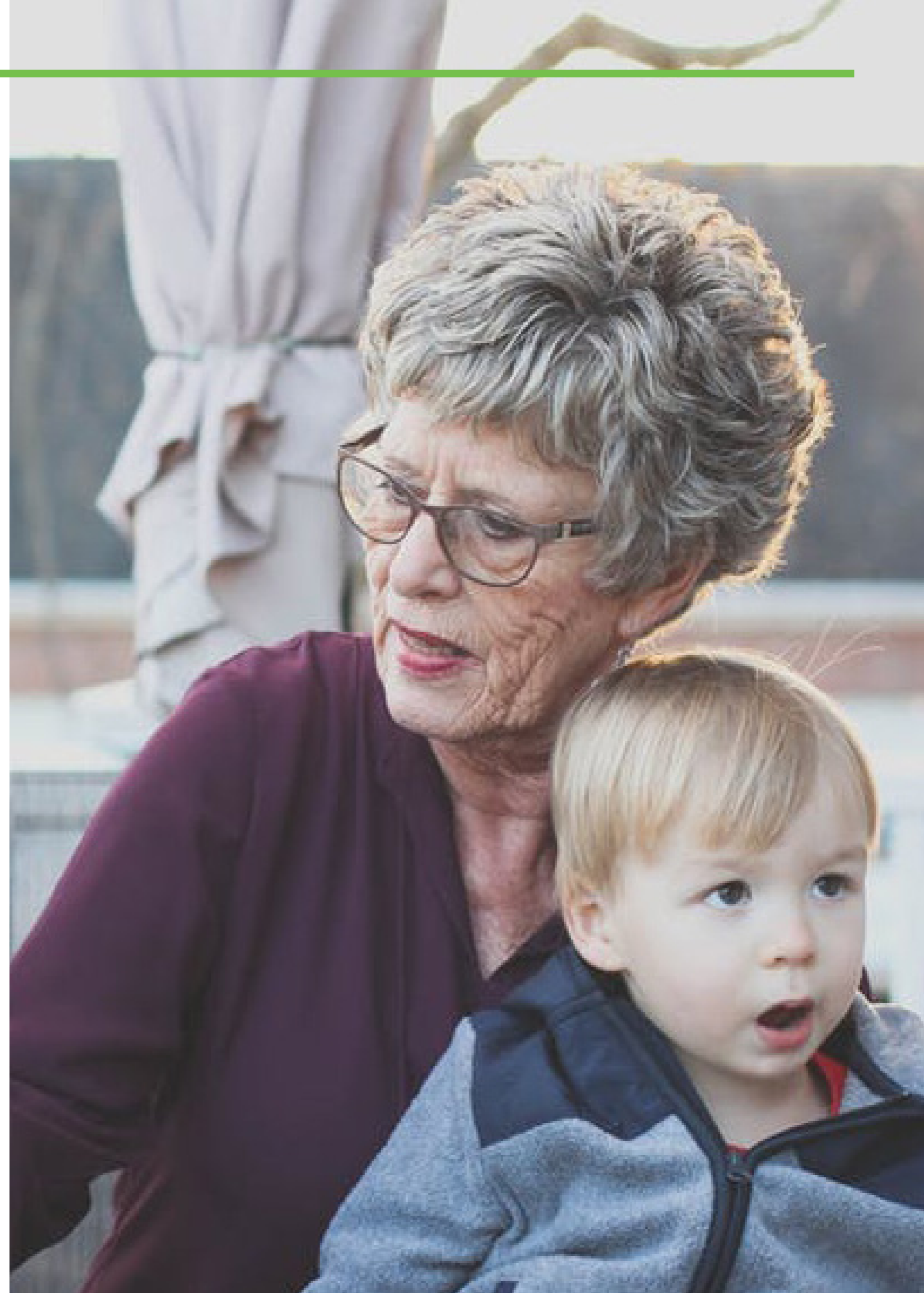
- The Creative Academies Home Symposium Award for Supporting Communities.
- A member of the SHAPE Youth Forum received the "Overcoming Barriers Award" after being nominated by various stakeholders and parents of the young people involved in SHAPE.
- The team have also been commended by the West Midlands Police, BAPA police and community inspirational award for the work with Young People.
- The "Outstanding Citizens Award" from the West Midlands Police and Crime Commissioner was awarded to the former Youth Commissioner and chair of the Youth forum for the work on the Clickwise Campaign, educating parents to safeguard their children from dangers of internet abuse

This year 85 Sandwell schools have either achieved or are working towards the Emotional Health and Wellbeing Charter Mark.

Regulatory Services

To respond to a challenge of an increasing number of unauthorised encampments within the borough the Council have established a partnership approach across a number of council services and the local Police. All partners have agreed a joined up approach to responding to unauthorised encampments when they happen, so that the situation can be assessed quickly and agreed plan can be established to resolve the issue as efficiently and effectively as possible, as well as continually sharing intelligence and information to reduce the potential for unauthorised encampments to take place. As a result, the borough has seen a 94% reduction in the number of encampments over the last 2 years.

To reduce the rates of fly tipping across the borough, Sandwell Council have established a dedicated team to address the problem. The team deals with all reports of fly tipping, and through the strategic deployment of CCTV cameras, effective monitoring of vulnerable areas and partnership working with local agencies and members of the public they establish if there is evidence of who the perpetrators may be. This allows the team to take enforcement action through the issuing of fixed penalties or prosecution proceedings where appropriate, and ultimately make arrangements for the fly tipped rubbish to be cleared away. This new and innovative approach has resulted in 103 fixed penalty notices being issued in the last 18 months.



Section 2

David Stevens

Executive Director Adult Social Care, Health and Wellbeing



The changing context of social care means we continue to operate in a proactive and responsive way to maximise opportunities to protect Adult Social Care. In order to achieve our 2030 vision we are reviewing large areas of business to change our customer journey. We will continue to develop collaborative ways of working with health, maximising resources such as the Better Care Fund, to support people to live in their own homes longer, prevent hospital admissions, and for those in hospital to be discharged in a timely way. At present the Better Care Fund pooled budget funds 25% of overall Adult Social Care expenditure.

Through our regulatory activities we will focus on reducing environmental and doorstep crime with rigorous licensing activity, increased registration

requirements and the proportionate use of enforcement powers.

We respect the rights of individuals to make their own lifestyle choices and will provide information and support to enable these to be informed, healthy choices that will increase their healthy life expectancy.

To achieve our vision we will need a stable, flexible workforce and a strong provider market. We will therefore continue to invest in the development of our workforce to ensure they have the confidence and skills to respond to new ways of working as well as developing routes into employment in the care sector.

Developing good relationships and communication with care providers across all sectors will remain important to ensure providers are able to respond to meet changing needs and demands.

Ansaf Azhar

Public Health Consultant - Intelligence and Partnership



The main aim of this role is to promote intelligence led decision making based on needs across the Sandwell health economy through a partnership approach. The research and intelligence team provides data analysis to the whole council as well as partners in the health and voluntary/community sectors. This analysis means that service delivery can be targeted at residents most likely to benefit from them. The team is also developing metrics to show that impacts outlined in the Sandwell 2030 Vision are being achieved and will have a key role in monitoring these metrics. This will also articulate the public health offer to help achieve the council's 2030 vision. In addition to this the team also plays a key role in

developing joint outcomes framework for Sandwell which is shared between key stakeholders.

The Health Protection Team provides whole system assurance and co-ordination to minimise the impact of infectious diseases and environmental hazards. This involves working with partners to ensure appropriate measures are taken to treat and control outbreaks of infectious diseases. These elements include effective vaccination programmes for children and vulnerable groups, evidence-based treatment services for infectious diseases like Tuberculosis and HIV/AIDS and advice and support to care homes and schools to prevention and control flu and gastrointestinal disease outbreaks.

Stuart Lackenby

Director of Prevention & Protection



Bringing together the Prevention and Protection Directorate within Adult Social Care, Health and Wellbeing provides, for the first time ever, an opportunity to establish connectivity across services that prevent and protect individuals, and our local communities from a range of issues, challenges and in some cases abuse. Central to achieving this connectivity will be a sharing of intelligence, to inform proactive interventions and considerable partnership working.

There is also an opportunity, through the use of technology, to improve the efficiency of services, enabling local people to contact and engage the council quicker, and for the council to respond in a more timely manner.

When tackling issues like unauthorised encampments, fly tipping and domestic abuse, prevention is central to making a difference whilst also ensuring enforcement activity is taken against individuals and organisations in the Borough.

Nicola Plant

Service Manager – Business Strategy



The Business Strategy Service Area operates across the whole Directorate and includes a range of services that are essential to ensuring we are a high performing and a compliant Directorate.

The service area incorporates strategic business planning, workforce development, statutory board management and service development support which will be essential for enabling the Directorate to deliver the Vision for 2030. It is through the

work of this area that we will focus on performance management and quality improvement, with an independent perspective. We will ensure a clear structure and discipline to our business management activities through co-ordinated processes across the Directorate.

The Service Manager for this area is also currently leading the development of the Integrated Social Care and Health Hub. The Hub aims to provide co-ordinated health and social care support for people transferring from acute settings, in a timely way; ensuring people achieve maximum reablement potential.

Kay Murphy

Service Manager –
Commissioning Support



The Commissioning Support Unit comprises of a range of teams providing valuable assistance to the successful provision of Adult Social Care, the Unit is responsible for the Commissioning, Procurement, Brokerage and Management of purchased services within Adult Social Care Health & Wellbeing. In addition the Commissioning Support Unit is responsible for the management of payments to service providers,

collection of income via service user charges, provision of Appointeeship services to those unable to manage their own finances and processing of Direct Payments.

Our vision is to optimise customer experience by reviewing activities within the Unit and seeking to continually develop services, working with providers and ensuring best use of resources and staffing whilst taking advantage of the opportunities that new technology and information technology present.

Karen Emms

Service Manager - Social Work
& Reablement



Our service area's role is to ensure we support young people and adults to stay independent and maintain choice and control over their lives. This involves working with young people, adults and their carers to identify what matters to them and to improve their lives in conditions whereby their security, safety or ability to participate in everyday life is restricted.

Our vision is to:

To help people to help themselves by connecting them with the right support and information in their local communities and help them to make the best use of

their existing networks. This will involve focusing on people's skills, experience and networks as well as enhancing our on-line assessment offer.

To work with people in need in a timely way during periods of crisis in order to support them to restore, maintain or enhance their independence. This will involve avoiding conversations about long-term support as well as enhancing our short term support offer.

To work alongside people with care and support needs to maximise their independence by working with them in a personalised way to understand what is important to them. This will involve putting people in control to set achievable their own outcomes to promote independence and well-being, as well as promoting the use of self-directed support and ensuring the progress of outcomes.

Neil Cox

Service Manager –
Regulatory Services



Regulatory Services comprises 3 key areas, Licensing, Citizen & Consumer Protection and Environmental Protection and Enforcement. These services are focused on delivering both planned and responsive activities which serve to protect the residents of the borough by ensuring businesses, landlords, residents and people working in the borough abide by the laws and regulations relating to the wide array of activities they are involved in. Support available ranges from the

provision of advice through to taking regulatory action which can include prosecution. All teams work closely with local partner agencies, such as the Police and Fire Service, to share information and intelligence and ensure a joined up approach is taken to tackling local issues.

Our vision for the future is to reconfigure the service area so that the services we are able to offer a rapid and effective response to residents which protect them and help to make them feel safe from the changing threats and risks they may face in the areas where they live and work.

Christine Anne Guest

Service Manager - Prevention



A range of prevention services are provided in-house through this service area to support people to maximise their independence and maintain a full and active life within their own communities. These services include: Prevention Stores, which provide a range of equipment to support independent living; Community Alarms, a call monitoring and response service and Floating Support who focus on support with housing and maintaining tenancies.

The Better Care Fund is a pooled fund which facilitates the integration of health and social care services. The Better Care Fund team sits within this service area and are responsible for commissioning a range of support options with an aim of getting people out of hospital as soon as they are medically fit and preventing unnecessary hospital admission.

Colin Marsh

Service Manager - Protection



Although the work of this service area is broad and varied our overall vision is to support, protect and enable people to live independently for as long as possible preventing earlier than necessary escalation to more intensive statutory care and support. We do this through a range of different internally provided and externally commissioned support services.

The Commissioning Team are responsible for ensuring the services provided deliver excellent outcomes for local residents and value for money services that enable people to live safe and independent lives. The Team oversees a number of services ranging from Homelessness to Mental Health, Teenage Parents to Supported Living Schemes and a whole host of other support in between such as:-

- Residential accommodation for people with moderate to severe Dementia, Sensory impairments, mental health and learning disabilities.
- Council and externally provided extra care housing schemes for people over 55 and people with

disabilities.

- Council and externally provided day centres and day opportunities.
- Support for carers and advocacy provision.
- Domestic violence and abuse refuges.

The commissioning team also looks to ensure that services are responsive to the changing demands of its customers and potential requirements of local, regional and national policy. The team will look to strategically plan and deliver services to a high quality within its resources.

This service area also oversees a number of direct services such as the Councils Learning Disability Day Centre at Stoney Lane and the Councils borough wide 7 day a week Meals on Wheels service. In addition it also has responsibility for co-ordination of the Domestic Abuse Strategic Partnership and support to address Domestic Violence and Abuse out in the community.

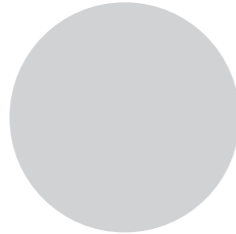
The service area also provides strategic and operational co-ordination on a number of national, regional and local boards including Transforming Care, Mental Health and Wellbeing, Suicide Prevention and Co-production.

Lisa McNally

Director of Public Health

Public Health seeks to improve the Health and Wellbeing of Sandwell residents. This involves reducing health inequalities of health outcomes and protecting Sandwell communities from public health hazards such as infectious diseases and environmental threats.

The Director of Public Health is the statutory chief officer and champion for health across the whole of the local authority, and is the principal advisor for on all health matters to elected members, officers and partners across the local economy. Public Health has a key role in influencing stakeholders both within



and outside the council to improve the health and wellbeing of the population and to consider health impact of all policies.

The public health budget will be used to tackle the range of determinants of health affecting communities in Sandwell and support the delivery of many services including Health Visiting, School Nursing, Smoking Cessation, Sexual Health, NHS Health Checks, Drug and Alcohol, Physical Activity and Weight Management Services.

Paul Fisher

Public Health Consultant –
Healthy Place



This service area will tackle drivers of ill health to keep Sandwell residents healthier for longer. It will take a strategic lead on tackling unhealthy behaviours through shifting cultural norms by promoting self-help and influencing stakeholders of key settings such as work place and schools to adopt a healthier approach. There will be a key focus in working with the regeneration and inclusive growth agenda to help create a healthy environment where the cultural norm would be healthy behaviours.

In addition, the commissioning responsibilities for lifestyle services including Weight Management, NHS Health Check and Physical Activity lie in this service area. To achieve the 2030 vision, the team will develop effective working with partners in health service, voluntary sector and businesses amongst others to promote health and wellbeing in Sandwell at all levels.

Vacant

Public Health Consultant – Healthy People

This service area has three main areas of focus: - children and young people, vulnerable adults and mental wellbeing & substance misuse.

We commission services to support young people in Sandwell to develop into adults with the best physical and mental health possible. Commissioning responsibility is held for Health Visiting and School Nursing services which support children from birth to five years and during their time at school, respectively. We also work closely with schools to improve both children and young people's resilience and prevent physical ill health.

Adult mental wellbeing is also an important focus and a key area is engaging with employers and advising on interventions that can be implemented to improve mental wellbeing and as a result reduce absenteeism. The team also works closely with partners to reduce

demand for services to treat mental illness. This service area also covers the Addictive Behaviours portfolio which includes provisions that aim to combat and prevent the impact of substance misuse such as Drugs, Alcohol and Smoking.

The service area also seeks to improve the health and wellbeing of particularly vulnerable adults living in Sandwell such as older people and migrants. It also involves commissioning services to prevent avoidable hospital admissions and working with partners to inform an evidence-based approach to keeping older people healthy and independent for longer.



Section 3

These seven priorities are our key areas of focus for the Adults Social Care, Health and Wellbeing Directorate during 2019 – 2022 and this is how we will deliver them.



1. We want Children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all Children in Sandwell are healthy and safe..

- We will develop a co-ordinated offer for vulnerable women during pregnancy and early years to improve child development outcomes and educational attainment.
- We will work with school food providers to reduce the average sugar content of their meals and improve physical activity time in schools.
- A baseline measure for school readiness will be developed so that we can effectively understand progress to improve school readiness.
- We will work to better align working practices within Children's and Adult Social Care Services ensuring young people experience positive pathways for transitions.
- We will work with NHS England to increase the number of children vaccinated for flu to help prevent the spread of flu among the Sandwell population.

2. We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.

- We will offer targeted lifestyle programmes to support people to become physically active leading to increased healthy lifestyles.
- We will continue to offer NHS Health checks to help early diagnosis of chronic diseases and reduce the number of people developing long term conditions.
- We will work with partners to increase earlier diagnosis of HIV and Tuberculosis by increasing testing and early treatment.
- We will continue to work with partners to deliver the Health and Wellbeing Board priorities. This means people will be supported to avoid crisis and reduce the need for hospital admissions.
- We will continue to offer people in contact with secondary mental health services the opportunity for training and support to access and maintain employment.
- We will seek to influence new housing developments to ensure they promote good health.



3. We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action. We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action.

- We will take action to ensure that consumer goods manufactured, imported or sold in the borough are safe.
- Action will be taken to ensure that food imported, manufactured, prepared or delivered in the borough is safe and accurately labelled.
- Action will be taken to tackle mass marketing scams aimed at vulnerable consumers.
- We will provide a regulatory environment that supports the right balance between encouragement, education and enforcement.
- We will implement a 'Rent with confidence scheme' to accredit landlords providing good quality well managed tenancies, supporting tenants to know and understand their rights and use licensing powers to tackle the problem of rogue landlords.

4. Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.

- We will support people to live independently for longer by maximising the use of preventative services, increasing the level of training and support to Carers and providing quality advice and information.
- We will provide respite opportunities to support carers to take breaks from caring responsibilities so that people are able to live in their family homes for longer.
- We will continue to forge closer partnership working with GP's and Community Health colleagues to support people with long term conditions to remain in their own homes or community.
- We will continue to work with Acute and Community Health colleagues to deliver effective Transfers of Care from Acute Hospital settings.
- We will jointly commission and provide a range of intermediate care including re-ablement services to help people to be as independent as possible.
- We will use the opportunity of Better Care Fund investment to provide opportunities for workforce development across health and social care.
- People will be supported to live independently for longer by maximising the use of Extra Care Housing.
- We will continue to understand our local market with a view to stimulating a diverse range of care and support services to ensure that people and their carers have choice over how their needs are met and that the social care workforce is adequately addressed and ensuring that the care market as a whole remains both vibrant and stable.





5. We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.

- We will offer people with disabilities the opportunity for training and support to access and maintain employment, including working with local businesses to promote the employability of young people with disabilities across all service sectors.
- We will offer travel training using public transport in order for people with disabilities to be as independently mobile as possible across the Borough and local areas.
- We will work with people with disabilities and providers of accommodation to support and increase opportunities for individuals to live in accommodation which best promotes their wellbeing, independence and security with their own tenancy.
- We will contribute to the Councils responsibility for homeless people to provide, access to support and development of plans for more permanent destinations.
- We will have an effective Health and Wellbeing Board where partners work together to deliver shared priorities which help people to be healthier for longer and live in safe, supported communities.

6. We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.

- We will work with care providers including in-house services to continuously improve services.
- We will work to prevent abuse and neglect of adults who need care and support.
- We will provide accessible and appropriate high-quality specialist support to victims and their children who are affected by domestic violence.
- We will increase the capacity and focus of our borough wide patrolling service to address the important concerns communities have which impact on their daily lives.
- There will be an Emergency Duty Service that will respond to adults who may require emergency advice, support, information and intervention outside office hours.



7. We want Sandwell to be a safe and clean place to live and work. We will tackle littering and fly-tipping and work with partners and the community to address anti-social behaviour.

- Appropriate enforcement action will be taken to tackle issues which have a detrimental impact on people's health and well-being, such as air pollution, noise pollution, poor food hygiene and pest infestations.
- We will reduce the disruption caused to people living and working in the borough that can often be associated with the establishment of unauthorised encampments.
- We will tackle fly tipping across the borough through the use of local intelligence, mobile surveillance and locally deployed resources to ensure it is addressed and cleaned up quickly.
- We will contribute towards the formation of a licensing policy that will help reduce the impact of excessive availability of alcohol.
- We will take action to prevent the sale of age restricted products to underage persons and remove cheap illegal tobacco and alcohol from the market place.

Ambition	Priority Number	Action Taken	Outcomes from Action
Ambition 1 - Sandwell is a community where our families have high aspirations and where we pride ourselves on equality of opportunity and on our adaptability and resilience.	Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.	We are working in partnership with range of partner organisations to deliver a Suicide Prevention Strategy.	Reduction in suicides.
	Priority 4 - Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.	<p>Started to review the Carers Strategy.</p> <p>Developed more responsive housing options which will reduce dependency on residential care.</p> <p>Prevention Stores have increased its equipment/ telecare delivery response timescales to address pressures on hospital admissions and enable speedier discharge.</p> <p>Through Better Care Fund investment we have enhanced our response to vulnerable adults in the community for the risk of falls. Any call outs received by West Midlands Ambulance Service from Sandwell residents aged 65+ who are not conveyed to hospital will be referred to the Community Alarms Service for a four week temporary alarm and referred into a physical activity programme for older adults specifically to improve their strength and balance.</p>	<p>To develop a new pathway to increase support to carers, provide quality advice and information. This will reduce dependency on preventative services, paid care and support.</p> <p>Delivered Oxford Road which is a 93 unit accommodation for people with a range of disabilities to live in their own tenancies/own homes with support. This has reduced the need for residential care and offered people the opportunity to live independently.</p> <p>Reduction in hospital admissions, delayed transfer of care and increased access to support.</p> <p>Prevented injurious falls and reduction in the number of ambulance conveyance to the Accident and Emergency Department in hospital.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
Ambition 2 - Sandwell is a place where we live healthy lives and live them for longer, and where those of us who are vulnerable feel respected and cared for.	Priority 1 - We want Children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all Children in Sandwell are healthy and safe.	Work collaboratively with the Clinical Commissioning Group and NHS England to promote influenza vaccine uptake across Sandwell.	Created a Multi-Agency Flu Group which we chair.
	Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.	<p>Reviewed the governance structures for mental health services to ensure there is a clear focus on priority areas for mental health. Through co-production we've developed a clear focus on what are the important issues with the services which will inform the strategic vision for future developments.</p> <p>We've procured a NHS Health Check service that started on 1st August 2018.</p> <p>We procured a Lifestyle Service that started on 1st August 2018, to offer a 24 week programme to individuals and families (healthy eating, physical activity & weight management) and access to other follow-on services as part of healthy lifestyle maintenance.</p>	<p>Involving people who use services to shape and lead on future developments was recognised at the Health and Wellbeing Board.</p> <p>The service has supported early diagnosis of chronic diseases and reduced the number of people developing long term conditions. 12,994 people in Sandwell were offered NHS Health Checks and 6757 received a health check</p> <p>Increased healthy lifestyles and 60% service completers (1200 residents) achieved 5%+ weight loss.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>Commissioned the distribution of vouchers for 12 week access to weight management course which started in January 2018.</p> <p>Recruited a permanent Public Health Development Officer to each of the six towns to address public health priorities in key settings include primary care, early years, schools, workplaces, and communities.</p> <p>Commissioned an integrated substance misuse service to support people to live healthier lives and become free of dependency to alcohol and other drugs.</p> <p>Worked with the Clinical Commissioning Groups to support the introduction of a "Lower your Drinking" app and with the Your Health Partnership primary care group to address alcohol related harms in the community.</p> <p>An integrated sexual health service is commissioned to provide testing and treatment for sexually transmitted infections.</p>	<p>Promotes healthy weight, thereby reducing poor health outcomes associated with unhealthy weight.</p> <p>Routine contact with over 130 local organisations /stakeholder and full alignment of commercial weight management with community weight management support.</p> <p>Higher than national average successful treatment rate (49.2% compared to 47.6%) and deaths from drug misuse are amongst the lowest in the country. During the last 12 months over 1600 people have accessed substance misuse services, with 34% of those reporting smoking at the start of treatment had stopped by treatment exit.</p> <p>Reduction in sexually transmitted infections.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>In September 2017 in collaboration with the Clinical Commissioning Groups and Sandwell & West Birmingham Hospitals Trust commissioned and assisted with latent Tuberculosis and Blood Borne Virus (BBV) screening in the ESOL class at Sandwell College.</p> <p>Secured funding to commission two Infection Prevention and Control Nurse posts to support care homes.</p>	<p>Very positively received and good uptake. 194 students were screened. Cases of active and latent Tuberculosis identified - over 21% positive results.</p> <p>Reduction in avoidable infections and minimise unnecessary hospital admissions.</p>
	Priority 3 - We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action. We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action.	<p>Action taken to ensure that consumer goods manufactured, imported or sold in the borough are safe and meet legal requirements.</p> <p>We have ensured that food imported, manufactured, prepared, sold or delivered in the borough is safe and accurately labelled. Test purchasing has been undertaken in restaurants across the borough to identify that food is being sold as described, i.e. the correct meat is being used, allergens are being correctly identified.</p>	<p>Work in this area has led to number of successful prosecutions of individuals within the borough who have breached copyright and safety legislation. There have also been a number of occasions where following an inspection from Trading Standards officers business have agreed to remove products from sale which do not comply with the appropriate legal requirements.</p> <p>This has resulted in enforcement action being taken as required, including the prosecution of a restaurant owner who provided a 'nut free meal' with trace levels of nuts which could have proved fatal to someone with an allergy.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 4 - Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.	<p>In November 2018 the Trusted Assessor project was implemented. The assessor will undertake assessments in hospital in lieu of care homes doing so.</p> <p>The Integrated Social Care and Health Hub has been established at The Lyng, West Bromwich with satellite hubs developing at Russell's Hall, Rowley and Sandwell/ City Hospitals. This has supported close working with acute and community health colleagues to achieve significant improvements in transfer of care for people when leaving hospital settings.</p> <p>As part of the Integrated Hub, the capacity of the council's STAR reablement service has been increased.</p> <p>We've reviewed our customer journey in relation to pathways, assessors capacity, types of assessment and co-relocation.</p>	<p>Supporting more timely discharges and reductions in length of stay.</p> <p>The number of Sandwell residents with delayed discharges from acute settings has reduced. In August Sandwell was reported at 4th lowest delays nationally, and currently maintains as having the lowest delays regionally. This means more people are discharged from acute settings when they are medically fit</p> <p>Sandwell residents requiring discharge from acute settings with reablement home care support can be discharged when medically fit. In addition, short term support can be provided to people in their own homes to avoid hospital admission.</p> <p>A revised pathway has been produced and we've successfully recruited to an occupational therapy post, which has increased the number assessments completed by 36%. The co-location plan for the adaptation team to be colocated with the Therapy Team is scheduled for 2019.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>In August 2018 we reviewed and revised the contract specification for the adaptations and handy person service.</p> <p>In terms of effective use of resources we have completed a scoping exercise to explore the increase of grant value, test of resources and new grant initiatives.</p> <p>We have commissioned enhanced assessment beds and fast response domiciliary care to ensure that people are discharged from hospital as soon as they are medically fit.</p> <p>Through Better Care Fund funding we have worked with primary care and therapy services to enhance the offer of enhanced assessment bed based provision in care homes through the winter period.</p>	<p>The introduction of the demonstration flat at the Independent Living Centre has increased assessments for aids and adaptations equipment, the capacity and response times.</p> <p>Received approval from Cabinet in September 2018 to procure, award and enter in to new contracts for adaptations and handy person service.</p> <p>In early 2019 we will produce a revised paper for Cabinet approval.</p> <p>This has allowed timely hospital discharge and support the health and social care economy.</p> <p>Reduced admissions to hospitals, supporting those at end of life to remain in their own home environment. Improved wrap around support for care homes to sustain placements</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>Better Care Fund has funded additional continuing health care and social care assessment capacity.</p> <p>Investment in a range of interventions has enabled Sandwell to significantly reduce the delayed transfer of care for its residents.</p> <p>Through Better Care Fund investment we have jointly commissioned with the Clinical Commissioning Groups a range of home and bed based intermediate care services which support avoidance of hospital admissions and reduce delayed transfer of care.</p> <p>Invested in Sandwell Voluntary Care Sector partners to support timely and effective discharges and reduce readmissions through:</p> <ul style="list-style-type: none"> • Signposting to existing community services • Befriending • Advice and Information • Practical Support 	<p>This has supported the achievement of targets with assessing people with continuing healthcare needs outside of an acute hospital environment and increased response time for Sandwell residents to access appropriate care and support.</p> <p>Our performance is 1st in the region and 4th in the country for delayed transfers of care.</p> <p>Reduction in re-admissions to hospital and increase in timely and effective discharges.</p> <p>This will support timely discharges, reduce lengths of stay in the Enhanced Assessment Bed units and help to minimise the ongoing social costs of social care.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<ul style="list-style-type: none"> • Promotion of self care • Support to attend appointments <p>I-Cares are identifying people with rehabilitation potential and supporting them to meet their goals and retain their independence.</p> <p>Implemented a Red bag project whereby care home residents who are transferred to hospital will be given a Red Bag which contains standardised paperwork, medication and personal belongings.</p>	<p>40 care homes received the Red Bags in 2018, with 200 bags being used by care home residents.</p>
	Priority 5 - We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.	<p>We have commissioned substance misuse services to support the wider needs of people who use alcohol and other drugs. This includes support with housing, education and employment.</p>	<p>Clients who reported that they were not in paid employment at the start of their treatment, 16% reported working on treatment exit. Clients who reported an acute housing risk at treatment start, 70% reported no housing risk at treatment exit.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 6 - We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.	Continued to take on the Deputyship function for individuals that do not have capacity to manage their own finances. Edited and published Prevention of Violence and Exploitation Needs Assessment which is informing work streams across all four statutory boards	There are currently in excess of 480 individuals in receipt of this service. The recent Assurance Visit conducted by the Office of the Public Guardian was positive, recognising good practice and identifying some areas for development Prevention of Violence and Exploitation Needs Assessment is informing work streams across all four statutory boards.
	Priority 7 - We want Sandwell to be a safe and clean place to live and work. We will tackle littering and fly-tipping and work with partners and the community to address anti-social behaviour.	We have ensured appropriate enforcement action is taken to tackle issues which have a detrimental impact on people's health and well-being, such as air pollution, noise pollution, poor food hygiene and pest infestations.	We have engaged with DEFRA to respond appropriately to Ministerial directions to address additional air quality hotspots which have been identified within the borough. The Environmental Health team have continued to respond to complaints relating to both domestic and industrial noise, installing and analysing noise monitoring equipment where appropriate.

Ambition	Priority Number	Action Taken	Outcomes from Action
			The Pest Control service has been consistently delivered and continues to provide support to the boroughs residents. Our planned programme of Food Hygiene inspections in line with the FSA's code of conduct has continued throughout the year. This work has been supported by the launch of the Environmental Health Facebook page which promotes businesses achieving a 5 star rating, businesses participating in the Eat Out Eat Well awards and providing general food hygiene advice.
		Continued our programme of test purchases across the borough and offer advice and guidance to businesses who fail test purchases on how they can ensure they sell age restricted products appropriately in future. Launched the Responsible Business Scheme which accredits retailers who can demonstrate that they sell age restricted products in a responsible way.	Reduced the access to age restricted products, as well as counterfeit alcohol and tobacco by ensuring businesses within the borough comply with their legal obligations. There have been 68 undercover test purchases for alcohol; 32% of the shops visited sold alcohol illegally to a child volunteer. Helps ensure interventions to reduce are effective.

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>Developed and regular updating of Fly Tipping Dashboard.</p> <p>We have produced a draft updated Alcohol Strategy to contribute towards the formation of a licensing policy that will help reduce the impact of excessive availability of alcohol.</p>	<p>A draft updated Alcohol Strategy has been agreed by the Co-operative Working Board, this will now be presented to cabinet seeking permission to consult on its implementation.</p>
Ambition 3 - Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy.	Priority 1 - We want Children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all Children in Sandwell are healthy and safe	We have developed the Adult Social Care Health and Wellbeing Workforce Development Strategy.	This will look at how we are engaging with young people and encouraging careers within the Directorate. This includes a workstream at increasing the opportunities of apprenticeships within our Service areas and developing links with local colleges and FTE.
	Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.	<p>Reviewed employment and training offer to support staff to improve their health and wellbeing.</p> <p>We are investing through the Better Care Fund in workforce development programmes both integrated commissioning and integrated workforce in line with the developments of the integrated hub now operating at the Lyng.</p>	<p>30 staff trained in Mental Health First Aid pilot to support people to remain in work.</p> <p>Commissioned Mindfulness training for staff.</p> <p>Increased integration of health and social care workforce, reduced duplications and reduced outcomes for Sandwell citizens.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We have provided training and support to care and support providers to improve standards in residential, nursing and non-residential services.</p> <p>Commissioned Sexual Health in Practice (SHIP) training for Sandwell Practice Nurses to increase knowledge and to promote sexual health testing.</p> <p>Substance misuse can compromise a young person's ability and motivation to study. We have commissioned a substance misuse service to deliver prevention and early intervention sessions in schools across Sandwell which has been specifically designed to meet the needs of young people.</p>	<p>To promote dignity and respect and enhance the quality of life of people living in care and support services, as well as to ensure people aren't evicted from care homes.</p> <p>9 Practice Nurses attended, very well evaluated although formal evaluation is awaited.</p> <p>Alcohol and drug prevention sessions were delivered to 9936 young people in primary and secondary schools across Sandwell. Early intervention sessions were delivered to 287 young people via pro-active outreach in settings such as community schools (Pupil Referral Units) and services for young offenders. 314 young people received targeted group sessions. The prevalence of heroin and/or crack cocaine use has reduced significantly among 15 – 24 year olds in Sandwell.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 4 - Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.	<p>Provider forums have been established with regards to development in learning disability and mental health services.</p> <p>We have invested in a Quality Team and an Enhancing Care Team through the Better Care Fund to enhance the support provided to home based and bed based providers.</p> <p>We have committed to reinstate dialogue with providers through Provider Forums to work collaboratively with the local market to understand local issues, including pressures related to workforce, now and in the future.</p> <p>We are currently planning a 'Brexit Breakfast' to work through with issues local providers may face relating in part to workforce, that may arise as a result of a 'No Deal' Brexit.</p>	<p>This will enable us to have discussions with the market on future service configuration with delivery.</p> <p>People are safer and better protected from health and safety risks.</p> <p>People are receiving an improved quality of care and support through improved management of medicines and holistic nursing care.</p> <p>The first of the newly re-established provider forums took place at the end of November with a focus on Transforming Care Clients and Clients with complex behaviours as a result of Autism. This workshop looked at workforce and training requirements to meet the needs of such clients.</p> <p>Other provider forums will be scheduled for our other sectors over the course of 2019.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We supported the National agenda for Social Workers and Occupational Therapists and have forged partnerships with Birmingham and Coventry University to develop and enhance our Social Workers and Occupational Therapy students.</p> <p>We have developed our Social Work Apprenticeship Programme and procured a successful provider to support the delivery.</p> <p>We have commissioned a learning and development programme that demonstrates assets and strength based social work.</p>	<p>A robust student programme is in place for both Social Workers and Occupational Therapy students.</p> <p>Warwick University have been awarded the contract to work with us to deliver the programme. A clear process and guidance is in place and the first cohort is ready to start the programme.</p> <p>To further build on our asset strength based approaches within social work practice.</p>
	Priority 5 - We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.	The Young Adult's Team and Community Social Work Teams are working together with employment services to explore opportunities for people with disabilities to access training and employment.	To increase the number of people with disabilities in to paid employment.

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 6 - We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.	<p>Adult safeguarding Learning and development training programme is offered by the Sandwell Safeguarding Adult Board to promote understanding of how to prevent and protect adults from abuse and neglect. The training is offered to partner agencies as well as Council employees.</p> <p>We have continued to offer people in contact with secondary mental health services the opportunity for training and support to access and maintain employment.</p> <p>In terms of the internal market we've invested in a Quality Care Services System with the aim of giving our provider managers a bench mark to achieve excellence. We have offered support and guidance through our quality team to external providers in relation to any concerns with the provision of care to improve services and enable them to respond to changes in demand effectively.</p>	<p>Council employees and staff from partner agencies have increased awareness and knowledge of how to prevent and protect adults from abuse and neglect.</p> <p>Our local indicator is aligned to both the regional and national indicators.</p> <p>Care providers will have a greater knowledge to improve customer experience.</p> <p>Improved quality of care for Sandwell residents.</p> <p>Improved quality ratings through CQC inspections.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
Ambition 4 - Our children benefit from the best start in life and a high quality education throughout their school careers with outstanding support from their teachers and families.	Priority 1 - We want Children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all Children in Sandwell are healthy and safe.	<p>A Practice Pathway Guidance document has been produced to demonstrate clear roles, responsibilities and accountabilities within Children's and Adult Social Care.</p> <p>A referral processes is in place to ensure a seamless transfer from Children's services to Adult Social Care services.</p> <p>In terms of structural process we have reviewed the transitions team and named them the Young Adults Team and increased social work capacity.</p> <p>We have also reviewed our operating module within the Young Adults Team to ensure we meet the quality standards within the nice guidance.</p> <p>Multi-agency group is delivering on a joint plan to improve school readiness</p>	<p>We will now develop an insurance tool to ensure the pathway guidance and referral process remains fit for purpose.</p> <p>Increased social work capacity and introduced a carers support officer role.</p> <p>Early Years Foundation Stage results show that attainment at the end of reception year is increasing however further significant improvement is needed to reduce the gap between Sandwell and the National average.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We are procuring a marketing service to raise the awareness of school readiness.</p> <p>The Ages and Stages Questionnaire (ASQ) is being used with all children at the 2 year old check.</p> <p>Working with Absence and Prosecution Team in Education to support schools to reduce absenteeism.</p> <p>Developed the TeamWorx programme in partnership with Police, Fire Service, Public Health, Youth Service to support vulnerable children at key stage 2.</p>	<p>To enable a marketing campaign that raises awareness and increases the profile of school readiness to improve the integration into school life and promote child development.</p> <p>94.3 % children received a developmental check at age 2. There is an agreed process in place for children who do not meet their developmental milestones, with the aim of ensuring that children with additional needs are identified in order to support transition to school. The numbers of children entering school with unidentified special needs has decreased as a consequence.</p> <p>Booklet for parents and staff on infectious diseases aimed at reducing unnecessary absence. Produced a toolkit to support schools to increase flu vaccination uptake.</p> <p>140 young people have taken part in this programme to date and funding has been secured to continue programme.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We are working with Public Health colleagues across the Black Country to develop a Healthy Pregnancy Strategy.</p> <p>We continue to commission universal Health Visiting, Best Start and School Health Nursing Services, with additional support for families and children who need it. Our Best Start Practitioners have been trained in the Mood Masters programme in order to provide interventions to promote maternal mental health.</p> <p>New Best Start Service for vulnerable families was launched.</p> <p>Children's Centres and Best Start Midwives have been commissioned to deliver a rolling Programme of Changes Antenatal Courses.</p>	<p>Midwives are distributing our Healthy Pregnancy Magazine to all expectant parents and there has been an increase in the number of pregnant women referred to stop smoking.</p> <p>Over 80% of families received an antenatal contact and over 90% of families received a new birth visit, 6-8 week post-natal visit (including mood view) 12 months and 2.5 years development reviews. 99% of Looked After Children had an annual health review to inform their care plan; 99% of children in reception year and 97% in year 6 were weighed and measured and an increasing number of severely obese children are accessing weight management programmes.</p> <p>395 families have benefitted from the Family Nurse Partnership or Best Start Service.</p> <p>286 parents have attended a Changes Antenatal Parenting Course.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We are working with school meals providers to reduce sugar content in school foods (to achieve 20% sugar reduction in schools by 2020).</p> <p>We are helping children achieve the recommended 60 minutes physical activity every day through active play opportunities, increasing school delivery capacity and supporting school participation in the 'Daily Mile'.</p> <p>Public Health Development Officers have met regularly with individual schools in their respective town(s), to engage them across a range of public health initiatives.</p> <p>We have commissioned specialist substance misuse treatment for young people.</p>	<p>All 7 school meals providers engaged – all on track to meet target/</p> <p>Over 90 schools now (2016-18) monitor basic fitness – 20+ primary schools officially signed up to Daily Mile.</p> <p>Supported several schools to access Healthy Pupil Capital Fund and implemented Smoke-free school gates project.</p> <p>Initial engagement with 7 Learning Communities now consolidated with individual school contacts.</p> <p>143 young people accessed specialist substance misuse treatment in 2017/18. 97% of young people received a planned exit from substance misuse treatment. Of these 89% were substance free, compared to 32% nationally.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We have set up and chair a Multi-disciplinary Flu Group aimed at increasing vaccination in all eligible cohorts, including children. Analysed data and conducted qualitative research in schools with high and low vaccination uptake to identify factors impacting uptake rates.</p>	<p>Developed a toolkit for schools to increase flu vaccination uptake rates based on the results of the quantitative and qualitative analysis.</p>
	<p>Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.</p>	<p>We have procured a lifestyle service that started on 1st August 2018.</p> <p>We procured a Young Persons Sex and Relationship Education service that started in April 2018.</p> <p>We procured Pre-Conceptual Care - Review and Insight Work which started in October 2018.</p>	<p>To enable a service to be in place that promotes positive health outcomes for children through the promotion of physical activity, nutrition and healthy lifestyles.</p> <p>To enable a service to be in place that promotes sexual health and healthy relationships.</p> <p>To enable a service to be in place to improve the awareness of the importance of pre-conceptual care.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
Ambition 5 - Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.	Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.	<p>We have commissioned substance misuse services to work in partnership with criminal justice agencies in order to identify and engage with offenders who misuse substances to prevent re-offending and improve health.</p> <p>We support the reduction of substance misuse related offending (including acquisitive crime and alcohol related violence) through attendance at a range of meetings including the Safer Sandwell Partnership, DASP and PoVE.</p> <p>We are working with local prisons, NHS England and Public Health England to increase the number of substance users who engage with community services on release from prison.</p>	<p>302 people who are currently accessing substance misuse services were referred to treatment via our criminal justice pathways.</p> <p>National estimates suggest that in Sandwell, substance misuse treatment prevents around 30,000 crimes per year.</p> <p>The proportion of those referred to Sandwell community substance misuse services by prison healthcare who went on to engage in community treatment is 56%, compared to 33% regionally and 33% nationally.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 3 - We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action. We want our communities to be protected from traders who operate outside of the law. We will ensure that traders and businesses operating in Sandwell are licensed and regulated, any who are found to be operating outside of the law will face robust enforcement action.	<p>We have protected people who are targeted in their own homes by scammers and rogue traders through a combination of prevention, target hardening and victim support.</p> <p>We have implemented a new licensing policy for private hire vehicles to ensure people using such vehicles are safe and protected.</p>	<p>The Trading Standards team engaged in a Scam Awareness Month to raise the awareness of all residents of how they may try to avoid becoming a victim of scams and where they have received from.</p> <p>We continue to have a dedicated officer who engages with local groups to raise awareness of scams, responds to reports of scams within the borough by carrying out leaflet drops to raise the awareness of other residents, and directly supporting people who are referred when they have become the victim of a scam.</p> <p>The Private Hire & Hackney Carriage Licensing policy was updated in August 2018, this includes the implementation of new DBS policy, the establishment of a more robust position on non UK criminal history checks, a revised determination of matters policy and an improved suitability test.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>We have supported people living in the borough's private rented sector housing provision by ensuring they are aware of their rights, the properties they live in are compliant with the Housing Health & Safety rating system and using our licensing powers appropriately to tackle the problem of rogue landlords.</p>	<p>Successfully implemented the national extension to Mandatory HMO Licensing which has involved the implementation of a suitable software solution to enable landlords to apply and pay for a license online.</p> <p>Inspections of private rented properties where concerns have been raised in relation to the accommodation. This has resulted in the issuing of the appropriate warning notices along with the prohibition of properties where required.</p> <p>The introduction of the Rent With Confidence scheme, an online portal which rates available private rented properties on a star basis for people seeking accommodation. This scheme helps people seeking new accommodation to understand their rights as a tenant and what they should be looking for in a new property.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 6 - We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.	<p>We have increased the capacity the patrolling service to protect people living in our communities from environmental crime and anti-social behaviour.</p>	<p>This has enabled the team to have an increased visibility across the borough.</p> <p>The team have had particular success dealing with the removal of abandoned vehicles and patrolling areas where community tensions have been identified responding to reports and enquiries from both the public and elected members on a range of issues.</p>
		<p>Accessible and appropriate high-quality specialist support to victims and their children who are affected by domestic violence was provided by Independent Domestic Violence Advisers (IDVAs) and Domestic Abuse Advocates (DAAs) in Black Country Women's Aid.</p> <p>572 high risk victims of domestic abuse were supported by Multi Agency Risk Assessment Conference (MARAC). Local Authority attends multi-agency risk assessment conference, where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, to safeguard the victims of domestic abuse.</p>	<p>Between 2017-2018, 2425 victims of domestic abuse were supported, which has been a 5% increase since 2016-2017.</p> <p>In 2017-2018 feedback from the victims concluded:</p> <ul style="list-style-type: none"> • 83% said their overall situation had improved. • 75% felt less scared. • 72% had improved physical and emotional wellbeing. • 86% reported increased child safety. <p>An evaluation of outcomes of Sandwell MARAC by the national organisation Safelives identified that:</p> <ul style="list-style-type: none"> • 69% of victims in the cohort experienced a reduction in calls for service to the police. • The level of severity of cases significantly reduced after MARAC



Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>The Sandwell Safeguarding Adults Board has rolled out the 'See Something, Do Something' campaign to prevent abuse and neglect. This has been adopted by other local authorities.</p>	<p>Increases awareness of safeguarding and individual responsibilities.</p>
		<p>The Local Authority's Adult Safeguarding Multi Agency Procedures is in place to protect a person's right to live in Sandwell safely, free from abuse and neglect.</p>	<p>The Multi Agency Adult Safeguarding Procedure facilitates joint working with key partners agencies to enable service users within Sandwell who vulnerable to feel safe, cared for.</p>
		<p>Continue to work with key partners the Police, Health, Care Provider sector and the appropriate health and social regulator. As well as the third sector, to protect adults experiencing or at risk of abuse or neglect.</p>	<p>Adults experiencing abuse are protected and supported and the risk of abuse or neglect is prevented.</p>
		<p>A Multi-Agency Provider Escalation Group is in place that monitors and tracks care providers.</p>	<p>Enables us to make an evidence based decision to determine whether the threshold for a large-scale safeguarding enquiry has been met to keep service user's safe from abuse and neglect.</p>
		<p>Collaboratively work with the Police and Probation services by attending the Multi-Agency Public Protection Arrangement meeting when it is deemed appropriate to do so.</p>	<p>Enables us to contribute to the assessment and management of the risks posed by sexual and violent offenders to the wider community.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
		<p>The Sandwell Safeguarding Adults Board reviewed and identified key themes across different agencies safeguarding action plans to ensure all agencies were working together to improve safeguarding in Sandwell.</p>	<p>A booklet will be circulated to different agencies to improve best practice moving forward.</p>
		<p>We continue to hold services to account through the safeguarding process where standards are unacceptable.</p>	<p>People are safer and receiving better care and support.</p>
		<p>An out of hours Emergency Duty Service is in place to respond to adults who may require adult safeguarding support.</p>	<p>The Emergency Duty Service provides advice, information and safeguarding interventions to protect adults from abuse and neglect outside office hours.</p>
		<p>We have successfully launched the Human Rights Champions Programme for care and support staff which supports the Care Quality Commission Human Rights Strategy and emphasises the importance of treating people in care and support settings with dignity.</p>	<p>Promotion of human rights and better care standards, challenging of poor practice.</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 7 - We want Sandwell to be a safe and clean place to live and work. We will tackle littering and fly-tipping and work with partners and the community to address anti-social behaviour.	<p>We have reduced the disruption caused to people living and working in the borough that can often be associated with the establishment of unauthorised encampments.</p> <p>We have undertaken a pilot to addressing the issue of fly tipping, with our dedicated team we have been able to provide a more reactive and responsive team who can deal with the problem.</p>	<p>We have continued to implement our processes in respect to responding to unauthorised encampment with local partners in a co-ordinated way, this has led to a 94% reduction in the number of encampments we see and reduction in the average length of time an unauthorised encampment lasts within the borough.</p> <p>As a result we have issued over 100 fixed penalties to people who have been involved in fly tipping activity in Sandwell.</p>
Ambition 7 - We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.	Priority 4 - Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.	<p>There are plans in place for an integrated Social Care and Health Centre based on the Knowle site in Rowley Regis, the scheme will be funded through the Better Care Fund.</p> <p>The Accommodation Strategy Group is currently considering future developments, such as Moore Lane and Knowle.</p>	<p>The Social Care and Health Centre will provide short term support to prevent hospital admissions and enable timely and safe discharge.</p> <p>This will lead to an increase in the amount and/or quality of Extra Care Housing properties available for Sandwell residents</p>

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 5 - We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.	<p>We have worked with people with disabilities and providers of accommodation to support and increase opportunities for individuals to live in accommodation which best promotes their wellbeing, independence and security with their own tenancy.</p> <p>We have offered travel training using public transport in order for people with disabilities to be as independently mobile as possible.</p>	<p>Oxford Road, which is a 93 unit accommodation for people with a range of disabilities to live in their own tenancies/own homes with support. This prevents and delays the need for more intensive care and support including residential care as well as offering people the opportunity to live independently for as long as possible.</p> <p>This has ensured people with disabilities are able to increase physical activity and are independently mobile across the Borough and local areas.</p>
Ambition 8 - Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.	Priority 6 - We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.	Sandwell Safeguarding Adults Board is supporting the town tasking model ensuring that information and concerns regarding safeguarding are shared and delivered in a way that maximises opportunity for each location.	This is now a key priority for the 4 Statutory Boards.

Ambition	Priority Number	Action Taken	Outcomes from Action
Ambition 10 - Sandwell now has a national reputation for getting things done, where all local partners are focused on what really matters in people's lives and communities.	Priority 1 - We want Children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all Children in Sandwell are healthy and safe.	National promotion of the Sandwell Whole School Approach to Social, Emotional and Mental Health.	<p>This tool is still in development and therefore no outcome to date.</p> <p>The Sandwell Schools Emotional Health and Wellbeing Charter Mark, Survey Tool and Curriculum has gained a positive national reputation. 35 Educational Psychology Services and 6 Independent Educational Psychologists have now paid for a licence to deliver our programme in their areas. This is work that is commissioned by Public Health and delivered in partnership with local schools by Educational Psychologists from the Inclusion Support Service.</p>
	Priority 2 - We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.	The Health and Wellbeing Board has provided governance for the Better Care Fund. Proposals for Better Care Fund investment development and business are ratified by this board.	The approved proposal means people will be supported to avoid crisis and there will be a reduction in the need for hospital admissions.
	Priority 4 - Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.	Sandwell has reduced delays in transfers of care from acute settings for residents.	Sandwell has the lowest delays in transfer of care from acute settings in the region, and achieved 4th lowest delays nationally.

Ambition	Priority Number	Action Taken	Outcomes from Action
	Priority 5 - We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.	<p>We have an effective Health and Wellbeing Board where partners work together to deliver shared priorities which help people to be healthier for longer and live in safe, supported communities.</p> <p>The Sandwell Safeguarding Adults Board and the Health and Wellbeing Board are working alongside the other two statutory boards in Sandwell on joint priorities. The Chair of the Sandwell Safeguarding Adults Board now chairs the West Midlands Regional Safeguarding Leads Network.</p>	<p>The multi-agency group hosted 4 engagement events in 2018 asking local people, partners and providers of services for their views on improving end of life and localising a national palliative care framework. This feedback is being developed into an action plan that will be implemented in 2019 which will take a public health approach to improving awareness of local services and encouraging communities to have conversations about death and dying.</p> <p>Prevention of violence and exploitation (PoVE) as a strategic theme is gaining momentum. 2018 saw cabinet members take part in a workshop on PoVE and adverse childhood experiences. A strategic steering group was set up and priorities are being agreed that will be developed in 2019 – all 4 statutory boards support and champion this work.</p> <p>In addition the board has continued to work in partnership on reducing adverse childhood experiences and understand the local mental health landscape and the views of young people, by taking part in a young person's takeover.</p> <p>Improved strategic working on priority area across the four Boards and partners.</p>

Section 4: Adult Social Care, Health & Wellbeing

Adult Social Care, Health & Wellbeing

Director:

David Stevens

Divisional Context:

The Adult Social Care, Health and Wellbeing Directorate was created by merging Adult Social Care, Public Health and Regulatory Services. It has continued to evolve and now incorporates broader regulatory activity which allows us to continue to achieve greater synergy and efficiencies.

The service supports the development of strong supportive communities that enable people, regardless of ability, to live as independently and safely as possible. Safeguarding remains a key priority and we will work to ensure people are able to live without abuse or fear of abuse; supporting both individuals and their carers.

Adult Social Care, Health & Wellbeing	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Management Team	1,411	2,099	696	(3,721)
Business Strategy	3,371	3,343	3,343	3,343
Commissioning Support Unit	1,923	1,833	1,633	1,633
External Placements	60,887	58,586	59,333	61,418
Social Work Teams	5,732	5,950	5,950	5,950
Therapy and Sensory Services	222	289	289	289
Better Care Fund	(6,000)	0	0	0
Prevention	555	650	650	650
Direct Services and Commissioning	9,568	9,400	9,400	6,923
Integrated Care Hub	569	1,204	1,204	1,204
Protection	4,774	5,486	4,836	4,837
Public Health	2,778	2,467	1,348	97
* Total Net Target Budget:	85,790	91,307	88,682	82,623
* Staffing Levels:	1,204	1,233	1,233	1,206
* Total Full Time Equivalents	1,019	1,046	1,046	1,025

Adult Social Care, Health & Wellbeing	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	36,796	34,342	33,107	31,312
Premises	1,352	1,166	1,168	1,143
Transport	721	721	721	721
Supplies & Services	62,390	65,808	62,918	57,574
Third Party	96,888	102,511	102,258	103,565
Transfer Payments	10,504	11,103	11,255	11,438
Capital Charges	7,685	5,638	5,638	5,638
Total Gross Expenditure	216,336	221,289	217,065	211,391
INCOME:-				
Specific Grants	43,479	48,996	46,506	45,886
Partner Contributions	29,804	29,821	29,821	29,821
Fees & Charges	16,352	16,439	17,439	18,444
Charges to Other Council Areas	34,404	31,032	30,923	30,923
Other	6,507	3,694	3,694	3,694
Total Income	130,546	129,982	128,383	128,768
Net Target Budget	85,790	91,307	88,682	82,623

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

Section 4: Adult Social Care, Health & Wellbeing

Management Team

Manager:

David Stevens

Divisional Context:

The directorate Management Team, incorporating the Executive Director, Directors and Service Managers. Future year budgets reflect the impact of the savings required to manage resource reductions and anticipated pressures; partly offset by resources brought forward from historic under spends.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	867	(4,533)	(4,870)	(4,265)
Premises	0	0	0	0
Transport	1	1	1	1
Supplies & Services	114	6,202	5,136	114
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	429	429	429	429
Total Gross Expenditure	1,411	2,099	696	(3,721)
INCOME				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL (1)	1,411	2,099	696	(3,721)
Staffing Levels: (1)	10	9	9	9
Total Full Time Equivalent (1)	10	9	9	9

Business Strategy

Manager:

Colin Marsh

Divisional Context:

Incorporates the service wide Business Support, Communications and Performance Improvement functions and the Sandwell Safeguarding Adults Board.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	3,198	3,175	3,175	3,175
Premises	7	7	7	7
Transport	9	9	9	9
Supplies & Services	853	853	853	853
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	4,067	4,044	4,044	4,044
INCOME:-				
Specific Grants	218	218	218	218
Partner Contributions	158	160	160	160
Fees & Charges	0	0	0	0
Charges to Other Council Areas	320	323	323	323
Other	0	0	0	0
Total Income	696	701	701	701
Net Expenditure - GRAND TOTAL (1)	3,371	3,343	3,343	3,343
Staffing Levels: (1)	101	114	114	114
Total Full Time Equivalent (1)	85	96	96	96

Section 4: Adult Social Care, Health & Wellbeing

Commissioning Support Unit

Manager:

Kay Murphy

Divisional Context:

Contract Management, management of the relationship with the external care market and a range of Financial Services including the Appointeeship Unit.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,306	2,221	2,021	2,021
Premises	0	0	0	0
Transport	6	6	6	6
Supplies & Services	77	77	77	77
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	2,389	2,304	2,104	2,104
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	244	249	249	249
Charges to Other Council Areas	222	222	222	222
Other	0	0	0	0
Total Income	466	471	471	471
Net Expenditure - GRAND TOTAL (1)	1,923	1,833	1,633	1,633
Staffing Levels: (1)	72	72	72	72
Total Full Time Equivalent (1)	67	68	68	68

External Placements

Manager:

Karen Emms

Divisional Context:

Externally commissioned packages of care and support for adults with assessed care needs.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	(1,862)	0	0	0
Premises	0	0	0	0
Transport	61	61	61	61
Supplies & Services	4,794	238	238	238
Third Party	79,396	82,346	83,941	86,843
Transfer Payments	10,295	10,904	11,056	11,239
Capital Charges	0	0	0	0
Total Gross Expenditure	92,684	93,549	95,296	98,381
INCOME:-				
Specific Grants	2,250	2,249	2,249	2,249
Partner Contributions	4,668	4,668	4,668	4,668
Fees & Charges	13,514	13,561	14,561	15,561
Charges to Other Council Areas	11,365	14,485	14,485	14,485
Other	0	0	0	0
Total Income	31,797	34,963	35,963	36,963
Net Expenditure - GRAND TOTAL (1)	60,887	58,586	59,333	61,418
Staffing Levels: (1)	0	0	0	0
Total Full Time Equivalent (1)	0	0	0	0

Section 4: Adult Social Care, Health & Wellbeing

Social Work Teams

Manager:

Karen Emms

Divisional Context:

Social Work Teams operating in a range of settings, including the Hospital, Mental health and Community services

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	5,905	6,125	6,125	6,125
Premises	0	0	0	0
Transport	28	28	28	28
Supplies & Services	172	172	172	172
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	331	330	330	330
Total Gross Expenditure	6,436	6,655	6,655	6,655
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	66	67	67	67
Charges to Other Council Areas	638	638	638	638
Other	0	0	0	0
Total Income	704	705	705	705
Net Expenditure - GRAND TOTAL (1)	5,732	5,950	5,950	5,950
Staffing Levels: (1)	158	158	158	158
Total Full Time Equivalent (1)	148	148	148	148

Therapy and Sensory Services

Manager:

Karen Emms

Divisional Context:

Occupational therapists, prevention assessors and the provision of guidance and support to adults with sensory impairment.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	1,437	1,508	1,508	1,508
Premises	367	369	369	369
Transport	23	23	23	23
Supplies & Services	155	155	155	155
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	1,982	2,055	2,055	2,055
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	1,760	1,766	1,766	1,766
Other	0	0	0	0
Total Income	1,760	1,766	1,766	1,766
Net Expenditure - GRAND TOTAL (1)	222	289	289	289
Staffing Levels: (1)	50	50	50	50
Total Full Time Equivalent (1)	48	48	48	48

Section 4: Adult Social Care, Health & Wellbeing

Better Care Fund

Manager:
Chris Guest

Divisional Context:

A Pool Budget hosted by the local authority and managed in partnership with the Sandwell & West Birmingham CCG. The main focus is the management of patient flow through the promotion of independence, hospital avoidance, timely discharge and a range of reablement opportunities.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	428	415	415	415
Premises	200	0	0	0
Transport	0	0	0	0
Supplies & Services	25,509	28,449	28,449	28,449
Third Party	15,286	18,064	16,216	16,216
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	41,423	46,928	45,080	45,080
INCOME:-				
Specific Grants	16,091	22,345	20,497	20,497
Partner Contributions	24,583	24,583	24,583	24,583
Fees & Charges	0	0	0	0
Charges to Other Council Areas	6,749	0	0	0
Other	0	0	0	0
Total Income	47,423	46,928	45,080	45,080
Net Expenditure - GRAND TOTAL (1)	(6,000)	0	0	0
Staffing Levels: (1)	5	5	5	5
Total Full Time Equivalent (1)	5	5	5	5

Prevention

Manager:
Chris Guest

Divisional Context:

A range of services mainly funded by the Better Care Fund which support people to remain independent in their own homes or to return home after a period in hospital or a residential care setting.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,847	2,956	2,956	2,956
Premises	200	202	202	202
Transport	63	63	63	63
Supplies & Services	1,095	1,095	1,095	1,095
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	37	37	37	37
Total Gross Expenditure	4,242	4,353	4,353	4,353
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	52	58	58	58
Fees & Charges	481	491	491	491
Charges to Other Council Areas	3,154	3,154	3,154	3,154
Other	0	0	0	0
Total Income	3,687	3,703	3,703	3,703
Net Expenditure - GRAND TOTAL (1)	555	650	650	650
Staffing Levels: (1)	171	172	172	172
Total Full Time Equivalent (1)	143	143	143	143

Section 4: Adult Social Care, Health & Wellbeing

Direct Services and Commissioning

Manager:
Colin Marsh

Divisional Context:
The Commissioning Team, support to Carers, grant support to the voluntary sector and a range of directly provided care services (residential & day care).

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	6,439	6,506	6,506	5,726
Premises	222	231	231	205
Transport	120	120	120	120
Supplies & Services	3,009	2,881	2,881	2,810
Third Party	2,206	2,101	2,101	506
Transfer Payments	209	199	199	199
Capital Charges	281	281	281	281
Total Gross Expenditure	12,486	12,319	12,319	9,847
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	116	125	125	125
Fees & Charges	317	307	307	312
Charges to Other Council Areas	2,376	2,378	2,378	2,378
Other	109	109	109	109
Total Income	2,918	2,919	2,919	2,924
Net Expenditure - GRAND TOTAL (1)	9,568	9,400	9,400	6,923
Staffing Levels: (1)	200	200	200	173
Total Full Time Equivalent (1)	144	144	144	123

Integrated Care Hub

Manager:
Nicola Plant

Divisional Context:
The social work teams supporting hospital discharges and the Short Term Assessment & Reablement Team (STAR) which provides time limited support for people in their own home following a stay in hospital.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	6,395	7,030	7,030	7,030
Premises	149	149	149	149
Transport	114	114	114	114
Supplies & Services	191	191	191	191
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	6,849	7,484	7,484	7,484
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	6,280	6,280	6,280	6,280
Other	0	0	0	0
Total Income	6,280	6,280	6,280	6,280
Net Expenditure - GRAND TOTAL (1)	569	1,204	1,204	1,204
Staffing Levels: (1)	229	248	248	248
Total Full Time Equivalent (1)	175	191	191	191

Section 4: Adult Social Care, Health & Wellbeing

Protection

Manager:

Neil Cox

Divisional Context:

A range of services responsible for protecting Sandwell residents and communities by ensuring businesses, landlords, residents and people working in the borough abide by the laws and regulations applicable to the wide array of activities they are involved in.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	5,893	6,089	6,089	6,090
Premises	75	75	75	75
Transport	289	289	289	289
Supplies & Services	1,902	1,742	1,092	1,092
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	6,580	4,533	4,533	4,533
Total Gross Expenditure	14,739	12,728	12,078	12,079
INCOME:-				
Specific Grants	206	123	123	123
Partner Contributions	100	100	100	100
Fees & Charges	1,730	1,764	1,764	1,764
Charges to Other Council Areas	1,531	1,670	1,670	1,670
Other	6,398	3,585	3,585	3,585
Total Income	9,965	7,242	7,242	7,242
Net Expenditure - GRAND TOTAL (1)	4,774	5,486	4,836	4,837
Staffing Levels: (1)	152	152	152	152
Total Full Time Equivalent (1)	143	143	143	143

Public Health

Director:

Lisa McNally

Divisional Context:

Responsible for the planning, commissioning and delivery of health services for people in Sandwell to improve their health and wellbeing and to support them to live healthier for longer.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,943	2,850	2,152	531
Premises	132	133	135	136
Transport	7	7	7	7
Supplies & Services	24,519	23,753	22,579	22,328
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	27	28	28	28
Total Gross Expenditure	27,628	26,771	24,901	23,030
INCOME:-				
Specific Grants	24,714	24,061	23,419	22,799
Partner Contributions	127	127	127	127
Fees & Charges	0	0	0	0
Charges to Other Council Areas	9	116	7	7
Other	0	0	0	0
Total Income	24,850	24,304	23,553	22,933
Net Expenditure - GRAND TOTAL (1)	2,778	2,467	1,348	97
Staffing Levels: (1)	56	53	53	53
Total Full Time Equivalent (1)	51	51	51	51

Total Adult Social Care, Health & Wellbeing

Target Budget Line	Target Budget 2017/18 £'000	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000
Employees	36,796	34,342	33,107	31,312
Premises	1,352	1,166	1,168	1,143
Transport	721	721	721	721
Supplies & Services	62,390	65,808	62,918	57,574
Third Party	96,888	102,511	102,258	103,565
Transfer Payments	10,504	11,103	11,255	11,438
Capital Charges	7,685	5,638	5,638	5,638
Total Gross Expenditure	216,336	221,289	217,065	211,391
INCOME:-				
Specific Grants	43,479	48,996	46,506	45,886
Partner Contributions	29,804	29,821	29,821	29,821
Fees & Charges	16,352	16,439	17,439	18,444
Charges to Other Council Areas	34,404	31,032	30,923	30,923
Other	6,507	3,694	3,694	3,694
Total Income	130,546	129,982	128,383	128,768
Net Expenditure - GRAND TOTAL (1)	85,790	91,307	88,682	82,623
Staffing Levels: (1)				
Total Full Time Equivalent (1)	1,204	1,233	1,233	1,206
Total Full Time Equivalent (1)	1,019	1,046	1,046	1,025

Living our values and behaviours in our work

Putting our behaviours into practice

Trust | Show respect, make a personal impact, being open and honest

This behaviour means:

Show respect
Being aware of your impact on others and your use of resources. Valuing openness, listening to and understanding other people's views. Actively promoting equality and diversity. Working to minimise any harm in the working environment.

Personal impact
Taking ownership of your work, decisions, performance and development. Having a 'can do' approach and attitude.

Open and honest
Displaying high levels of personal integrity and ethical behaviour. Being truthful, honest and realistic. Giving reasons for your decisions and actions. Not getting carried away.

Examples of good performance:

Valuing difference. Encouraging ideas. Being open and non-judgemental. Controlling emotions. Demonstrating sensitivity. Balancing courage and consideration when challenging others.

Being reliable and accountable. Seeing things through to completion. Using initiative. Focusing on performance and accuracy. Being willing to learn.

Being sincere, trustworthy and reliable. Focusing on what is right – not who is right. Encouraging free-flowing conversation.

Unity | Focusing on customers, working with a team, communicating effectively

This behaviour means:

Customer Focus
Always thinking about what customers get from us. Reaching out to customers, listening to them and understanding their needs. Helping them make decisions about the services they need.

Team Worker
Working well with colleagues, forming effective partnerships (both inside and outside the council). Working fast. Achieving shared goals by working across disciplines.

Communicate Effectively
Encouraging two-way communication choosing the optimum time, style and approach to ensure effectiveness.

Examples of good performance:

Connecting with, and involving others by listening and talking to them. Giving sound advice. Following up on customers' requests. Seeking ways of helping customers. Sorting out problems promptly and professionally.

Creating a positive team spirit. Accepting responsibility for your own performance. Agreeing personal objectives (specific, measurable, agreed, realistic and timely) in consultation with others. Delivering results on time and to the required standard.

Using language that is clear and understandable. Keeping people informed and up-to-date. Being accurate and on time when you get or provide information. Questioning and listening effectively. Adapting your approach and style to meet the needs of the people you are communicating with.

Below are **good examples** of what our **behaviours** look like in practice. They are not all the ways we should behave but they help us to **understand** better what is expected from us as employees. Your manager will discuss the **values** and **behaviours** that are **essential** to your job role.

Progress | Being open to change, focusing on performance, getting team results

This behaviour means:

Open to Change
Seeing change as an opportunity, being receptive to new ideas. Adjusting to unfamiliar situations, demands and changing roles.

Performance Focus
Planning and organising your work so you meet deadlines (within the resources available to you). Consistently and successfully meeting objectives.

Team Results
Working with others to reach a common goal. Sharing information and supporting each other in a positive way.

Examples of good performance:

Thinking about how to improve. Being flexible and adaptable. Seeking performance improvements. Being open-minded about new ideas and proposals

Prioritising and planning. Working to high standards. Paying close attention to detail. Being conscientious and going further than expected ('the extra mile').

Recognising and appreciating the contributions of other team members. Sharing credit for success. Sharing skills, knowledge and encouraging others.





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