

**Budget and Corporate  
Scrutiny Management Board**

**Tuesday 12 February, 2019 at 3.30 pm  
in Committee Room 1  
at the Sandwell Council House, Oldbury**

**Agenda**

(Open to Public and Press)

1. Apologies for absence.
2. Members to declare:-
  - (a) any interest in matters to be discussed at the meeting;
  - (b) the existence and nature of any political Party Whip on any matter to be considered at the meeting.
3. To confirm the minutes of the meeting held on 9 January, 2019 as a correct record.
4. Business Plans 2019/20 to 2021/22.

**J Britton**  
**Chief Executive**

Sandwell Council House  
Freeth Street  
Oldbury  
West Midlands

**Distribution:**

Councillors P Hughes (Chair);  
Councillors Ahmed, E M Giles, Rollins and Underhill.

**Agenda prepared by Alex Goddard  
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## **Budget and Corporate Scrutiny Management Board**

### **Apologies for Absence**

The Board will receive any apologies for absence from the members of the Board.

## **Budget and Corporate Scrutiny Management Board**

### **Declaration of Interests**

Members to declare:-

- (a) any interest in matters to be discussed at the meeting;
- (b) the existence and nature of any political Party Whip on any matter to be considered at the meeting.

## Minutes of the Budget and Corporate Scrutiny Management Board

9<sup>th</sup> January, 2019 at 4.30pm  
at Sandwell Council House, Oldbury

**Present:** Councillor P Hughes (Chair);  
Councillor Ahmed.

**Apology:** Councillors E M Giles, Rollins and Underhill.

**In attendance:** Councillor Downing (Vice-Chair – Health and Adult Social Care Scrutiny Board);  
D Carter (Executive Director – Resources);  
C Davey (Business Partner – Adults);  
S Lilley (Business Partner – Finance).

### 1/19 **Minutes**

**Resolved** that the minutes of the meetings held on 10<sup>th</sup> October and 8<sup>th</sup> November, 2018 be approved as correct records.

### 2/19 **2018/19 Budget Monitoring – Quarter 2**

The Cabinet, at its meeting on 12<sup>th</sup> December 2018, had referred the Council-wide budget monitoring report for Quarter 2 for consideration by the Budget and Corporate Scrutiny Management Board.

Details of the Council's revenue and capital expenditure as at the end of September 2018 were received by the Board.

At a service level, excluding Public Health and the Housing Revenue Account, there was a forecast year-end surplus of £4.171m made up as follows:

Corporate Management – balanced budget;  
Resources – deficit of surplus of £0.034m;  
Adults Social Care – surplus of £4.272m;  
Children's Services – deficit of £0.227m;  
Regeneration and Growth – surplus of £0.233m;

Housing and Communities – deficit of £0.123m;  
Central Items – surplus of £0.050m.

In addition, there was a projected year end surplus of £1.530m within Public Health that related to ring fenced funds carried forward from previous years.

The Board noted the reasons for the variances at the end of Quarter 2 for each service area.

The forecast outturn for individual directorates assumed that a total of £5.717m of Corporate Resources would be used to support expenditure. This meant that the projected year-end deficit for the Council would be £1.546m.

Following comments and questions from members of the Board, the following responses were made and issues highlighted:-

### **Corporate Management**

- The adjustment to the West Midlands Combined Authority budget reflected movement of funding previously held in contingency pending the agreement of the Council's contribution to the Combined Authority.
- Only a small amount of expenditure in relation to the agile working area at Providence Place had taken place so far. The remaining budget would be utilised on office refurbishment works to support agile working in that building.

### **Resources**

- There had been a transfer from Adult Services to fund the locking of cemetery gates, which had previously been undertaken by the Warden Service. Warden activities and working patterns had changed following the transfer of the service to the Prevention and Protection directorate which meant they could no longer fulfil that role. The transferred funds would cover the costs associated with ensuring alternative arrangements for locking cemetery gates were in place. Similar discussions were underway relating to the locking of park gates.
- The Social Fund Reserve would be fully utilised in 2018-19. Additional funds had been earmarked to extend that scheme into future years.

- The earmarked reserves in relation to Sandwell Children's Trust would fund residual costs from the creation of the Trust.
- The costs concerning the interim support to the Monitoring Officer and corporate legal charges related to the standards and audit cases that were now largely concluded and the need for additional capacity to support the General Data Protection Regulations implementation.
- The Graduate Leader Scheme had supported a wide variety of projects over the last 12 months including the Commonwealth Games, the Workplace Vision, Black Country Core Strategy Review, Vision 2030, Modern Day Slavery and the Member Development Programme.
- The projected overspend in ICT was to meet the licensing costs for Oracle and Microsoft products. This had previously been agreed by Cabinet to be met from Corporate Resources.
- The projected overspend in Law and Governance was largely due to additional costs arising from increasing demand in Children's Social Care services.

### **Adult Social Care**

- During 2018-19 the Therapy Service received additional funding from the Better Care Fund to increase Occupational Therapist capacity. Although new staff were recruited, existing staff had also left the authority during that time. The Chair suggested that Riverside could be approached to provide additional Occupational Therapist capacity.
- The Vulnerable Home Owners Kick Start was originally funded from the West Midlands Kickstart Partnership. It was used for urgent works on Private Sector Housing repairs. Members requested further details on any access criteria for this fund.
- Slippage relating to capital expenditure on Vulnerable Home Owners Improvements was because the authority focused on utilising the government's Disabled Facilities Grant resources first before other resources held by the Council.

- The Passenger Transfer Unit was the centralised management of all social care transport for the Council. Following the creation of Sandwell Children's Trust and subsequent restructures, the budgets for adult social care drivers and vehicles were being returned to Adult Social Care directorate control.
- Underspends across the directorate were a result of service efficiencies and recruitment restrictions to manage budget pressures in 2018-19 and 2019-20.
- In early 2018-19 Adult Social Care successfully negotiated an increase in the value of the Improved Better Care Fund which could be used to protect adult social care and the service was also awarded a one-off grant to support pressures in the social care system.

### **Regeneration and Growth**

- Although some service areas may have had a surplus, budget variances were not ring-fenced to specific services as there may be offsetting variances within other areas of the Regeneration and Growth directorate. Members expressed concern that due to rent concessions for West Bromwich indoor market causing a budget deficit in that service, underspends in important services across the Regeneration and Growth directorate were being used to meet that deficit rather than be used on projects within their own service areas.
- The West Midlands Regional Housing Research budget funded research proposals against regionally-agreed priorities including housing delivery, housing needs, homelessness, supported housing and existing stock condition.
- The projected expenditure in Strategic Assets and Land Service included a programme of property demolition. This would be funded from Corporate Resources.

### **Housing and Communities**

- There had been issues with staff retention within the Contact Centre. This was thought to be due to terms and conditions relating to leave and shifts in that service being less flexible than other departments, as well as the role providing a good overview of Council services which could assist in successfully applying for other posts within the authority.



- It was planned to move to online completion of housing repairs request, which could potentially reduce the number of calls received by the Contact Centre.
- The Sports Grants process for both clubs and gifted and talented athletes was accessibly online and was promoted through a range of media.
- It was not expected to recoup any of the costs arising from the new Aquatics Centre and the Commonwealth Games.
- The Transforming Local Services project had not delivered on the savings target, which resulted in the overspend in Communities and Partnerships. In 2019-20 alternative savings proposals had been identified throughout the Neighbourhood directorate.
- The increase in emergency placements had caused a need for additional temporary accommodation which resulted in additional costs. Members suggested that off-site construction methods could be used to provide 'pod' style units to provide temporary accommodation.
- There were approximately 30 different Grot Spot schemes currently ongoing, spread across all the towns within the borough.

### **Children's Services**

- The overspend in Inclusive Learning was due to the costs associated with home to school transport for pupils with Special Educational Needs. It was reported that Procurement Services were supporting the service to use the current contracting arrangements more efficiently, but the impact of this was not yet clear.
- The Early Help element of the Children's Trust contract was being funded from Central Items – it would be built into the budget in future years.

### **Public Health**

- From the concerns raised by members, Mindfulness and Mental Health and the Better Health Programme were referred to the Health and Adult Social Care Scrutiny Board.

## **Housing Revenue Account**

- The notification of changes to service charges were delayed for a number of reasons including staff turnover and associated loss of process knowledge. The increases were therefore implemented with effect from 1<sup>st</sup> July, 2019.

The Chair thanked officers for attending the meeting.

### **Resolved:-**

- (1) that the Director – Education, Skills and Employment submit a report to the Children’s Services and Education Scrutiny Board on transport provision for pupils with Special Educational Needs;
- (2) that the Executive Director – Resources arrange for the Budget and Corporate Scrutiny Management Board to visit Providence Place;
- (3) that an update on the resourcing of locking arrangements for parks and cemeteries be provided as part of the Quarter 3 Budget Monitoring report to the Budget and Corporate Scrutiny Management Board;
- (4) that the Executive Director – Adult Social Care, Health and Wellbeing investigate the possibility of working with Riverside to increase Occupational Therapy capacity;
- (5) that the Executive Director – Adult Social Care, Health and Wellbeing provide clarification to Scrutiny on the access criteria for the Vulnerable Home Owners Kick Start;
- (6) that awareness building on the various grants, initiatives and programmes to assist vulnerable or elderly home owners be included as part of the Member Development programme;
- (7) that the Director – Regeneration and Growth submit a report to the Economy, Skills, Transport and Environment Scrutiny Board on the review of Indoor Markets;

- (8) that the Director – Regeneration and Growth submit a report to the Budget and Corporate Scrutiny Management Board on the Property Services External Review;
- (9) that the Director – Regeneration and Growth provide Scrutiny with detail of the projects funded through the West Midlands Regional Housing Research budget;
- (10) that the relevant Scrutiny Board be informed of any service realignments or restructures within Regeneration and Growth;
- (11) that the Executive Director – Resources and Director – Housing and Communities submit a report to the Budget and Corporate Scrutiny Management Board on the contact centre and related digital workstreams;
- (12) that Cabinet be recommended to consider off-site construction units, for example one-bedroom pod style units, for providing temporary accommodations to homeless people;
- (13) that the Director – Housing and Communities provide Scrutiny with:-
  - (a) details on the areas and schemes identified for Grot Spot funding.;
  - (b) clarification on the use of Section 106 monies relating to Leabrook Road, Wednesbury;
- (14) that the Director – Public Health submit a report to the Health and Adult Social Care Scrutiny Board on the Better Health Programme and programmes related to Mindfulness and Mental Health.

(Meeting ended at 6.48 pm)

Contact Officer: Alex Goddard Democratic Services Unit 0121 569 3178
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## REPORT TO BUDGET AND CORPORATE SCRUTINY MANAGEMENT BOARD

12 February 2019

<b>Subject:</b>	Business Plans 2019-20 to 2021-22
<b>Cabinet Portfolio:</b>	Councillor Steve Eling - Leader of the Council
<b>Director:</b>	Executive Director – Resources – Darren Carter
<b>Contribution towards Vision 2030:</b>	
<b>Exempt Information Ref:</b>	The information contained in this report is not exempt from publication.
<b>Contact Officer(s):</b>	Alex Goddard, Scrutiny Officer <a href="mailto:alexander_goddard@sandwell.gov.uk">alexander_goddard@sandwell.gov.uk</a>

### DECISION RECOMMENDATIONS

**That Budget and Corporate Scrutiny Management Board:**

1. considers the Directorate Business Plans for 2019-20 to 2021-22;
2. identifies any recommendations it wishes to make to Cabinet.

#### 1 PURPOSE OF THE REPORT

- 1.1 At its meeting on 6 February 2019 the Cabinet will be requested to refer the Directorate Business Plans for 2019-20 to 2021-22 to the Budget and Corporate Scrutiny Management Board for review for evidence of value for money and contribution towards achieving the council's Vision 2030 and ambitions.
- 1.2 Any recommendations arising from the consideration of this report will be reported to the Cabinet.

## **2 IMPLICATION FOR SANDWELL'S VISION**

- 2.1 Each of the Council's ten ambitions are engaged across the Directorate Business Plans; the Council's financial status helps to underpin the Council's Vision 2030 and associated aspirations.

## **3 BACKGROUND AND MAIN CONSIDERATIONS**

- 3.1 This is contained within the appended report to Cabinet.

## **4 THE CURRENT POSITION**

- 4.1 The current position is detailed in the appended report.

## **5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)**

- 5.1 This is addressed in the appended report.

## **6 ALTERNATIVE OPTIONS**

- 6.1 Alternative options are detailed in the report to Cabinet at Appendix 1.

## **7 STRATEGIC RESOURCE IMPLICATIONS**

- 7.1 These are set out in the appended report to Cabinet.

## **8 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 8.1 This is included in the appended report.

## **9 EQUALITY IMPACT ASSESSMENT**

- 9.1 This is addressed in the appended report.

## **10 DATA PROTECTION IMPACT ASSESSMENT**

- 10.1 This is set out in the appended report to Cabinet.

## **11 CRIME AND DISORDER AND RISK ASSESSMENT**

- 11.1 This is addressed in the appended report.

## **12 SUSTAINABILITY OF PROPOSALS**

12.1 Sustainability of the proposals is included in the report to Cabinet at Appendix 1.

## **13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)**

13.1 These are addressed in the appended report.

## **14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND**

14.1 This is included in the appended report to Cabinet.

## **15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

15.1 The Cabinet may refer the Directorate Business Plans to the Scrutiny Management Board for further consideration. This provides an opportunity for the Scrutiny Management Board to seek clarity or further information and to make any recommendations it wishes to Cabinet on the Plans.

## **16 BACKGROUND PAPERS**

16.1 All relevant papers are included in the appendix to this report.

## **17 APPENDICES**

The report to Cabinet on Business Plans 2019-20 to 2021-22 is appended to this report.

**Darren Carter**  
**Executive Director – Resources**

## REPORT TO CABINET

06 February 2019

<b>Subject:</b>	<b>Business Plans 2019/20 to 2021/22</b>
<b>Presenting Cabinet Member:</b>	<b>Councillor Steve Eling - Leader of the Council</b>
<b>Director:</b>	<b>Executive Director – Resources – Darren Carter</b>
<b>Contribution towards Vision 2030:</b>	
<b>Key Decision:</b>	Yes
<b>Forward Plan (28 day notice) Reference:</b>	SMBC03/02/2018
<b>Cabinet Member Approval and Date:</b>	Councillor Steve Eling -
<b>Director Approval:</b>	Executive Director – Resources – Darren Carter
<b>Reason for Urgency:</b>	Urgency provisions do not apply.
<b>Exempt Information Ref:</b>	Exemption provisions do not apply.
<b>Ward Councillor (s) Consulted (if applicable):</b>	Ward Councillors have not been consulted.
<b>Scrutiny Consultation Considered?</b>	Budget and Corporate Scrutiny Management Board is due to be consulted on 12/02/2018
<b>Contact Officer(s):</b>	Rebecca Griffiths, Strategic Finance Manager, Rebecca_griffiths@sandwell.gov.uk

## DECISION RECOMMENDATIONS

### That Cabinet:

Refers the Directorate Business Plans to Budget and Corporate Scrutiny Management Board to be reviewed for evidence of value for money and contribution towards achieving the council's Vision 2030 and ambitions.

### 1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is for Cabinet to consider directorate Business Plans and refer to Budget and Corporate Scrutiny Board for further detailed review.

### 2 IMPLICATIONS FOR SANDWELL'S VISION

- 2.1 Each of the Council's ten ambitions are engaged across this report; the Council's financial status helps to underpin the Council's Vision 2030 and associated aspirations.
- 2.2 The integration of the business planning and budgetary processes ensures that limited resources available to the Council are directed to corporate priorities to achieve maximum impact.

### 3 BACKGROUND AND MAIN CONSIDERATIONS

- 3.1 The Council, at its meeting on 15 January 2019, considered the impact of the provisional Local Government Finance Settlement. As part of this, provisional target budgets were approved for individual directorates. **Table 1** below compares the projected net revenue expenditure to the forecast funding for the council.

Table 1: Forecast Funding compared to Expenditure (Sandwell)				
	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)
Forecast Expenditure	234.5	243.4	248.9	252.1
Forecast Funding	234.5	243.4	245.4	246.6
<b>Annual Shortfall</b>	<b>0.0</b>	<b>0.0</b>	<b>-3.5</b>	<b>-2.0</b>
<b>Cumulative Shortfall</b>	<b>0.0</b>	<b>0.0</b>	<b>-3.5</b>	<b>-5.5</b>



- 3.2 Integral to the council’s medium-term financial strategy has been the production of multi-year Business Plans. The Business Plans describe the design and shape of the services and link to the Vision 2030 ambitions.
- 3.3 These Business Plans and budgets for the period 2019/20 to 2021/22 have been produced and are appended to this report. The individual service budgets contained within the Business Plans include the following corporate budget parameters which will be contained in the report to Cabinet on 20 February: -

<b>Table 2: Corporate Budgetary Parameters</b>			
	<b>2019/20 (%)</b>	<b>2020/21 (%)</b>	<b>2021/22 (%)</b>
Pay Award - APT&C	2.45	2.00	2.00
Pay Award - Teachers & Chief Officers	2.45	2.00	2.00
General Inflation	1.00	1.00	1.00
Contractual Commitments	1.00	1.00	1.00
Fuel – Gas	5.00	5.00	5.00
Fuel – Electricity	15.00	15.00	15.00
Income – Fees & Charges	2.00	2.00	2.00
Income - Internal Recharges	1.00	1.00	1.00
Income - Other	2.00	2.00	2.00

- 3.4 Specific pressures identified in the directorate Business Plans will be reflected in budgets where appropriate. As in previous years, both general and specific reserves will be prudently earmarked to fund these liabilities. Service areas will also report on gross expenditure and gross income budgets to ensure the totality of each service area is encapsulated within each individual business plan.

## 4 THE CURRENT POSITION

- 4.1 The latest budget monitoring for the council shows a projected surplus of **£4.171m** against service areas (including Central Items and excluding Public Health) and a deficit of **£5.717m** against centrally earmarked general fund balances resulting in a total deficit of **£1.546m**.

## 5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

- 5.1 Individual Directors have consulted with the relevant stakeholders about the impact of any changes to service provision.

## **6 ALTERNATIVE OPTIONS**

- 6.1 Cabinet has considered a wide range of options around budget savings at Cabinet Summits during 2018.

## **7 STRATEGIC RESOURCE IMPLICATIONS**

- 7.1 These are contained in the main body of the report and within the directorate business plans appended to the report.

## **8 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 8.1 The council has a statutory duty to set a balanced budget by 11 March each year prior to the start of the relevant financial year.

## **9 EQUALITY IMPACT ASSESSMENT**

- 9.1 Throughout the development of the directorate business plans and savings proposals, an assessment has been undertaken of the equalities impact of each of the budgetary proposals. Equalities assessments (EA) have been undertaken and a corporate EA will be presented to Cabinet in February 2010 together with detailed budget proposals before recommendations to full Council in March 2019.

## **10 DATA PROTECTION IMPACT ASSESSMENT**

- 10.1 Any information used to compile this report is subject to information governance legislation and is managed in accordance with the Council's policies and protocols. A Data Protection Impact Assessment is not required.

## **11 CRIME AND DISORDER AND RISK ASSESSMENT**

- 11.1 There no requirement to carry out a Crime and Disorder and Risk Assessment.

## **12 SUSTAINABILITY OF PROPOSALS**

- 12.1 This information is contained within the main body of the report and directorate business plans.

### 13 **HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)**

13.1 This information is contained within the main body of the report and directorate business plans.

### 14 **IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND**

14.1 This information is contained within the main body of the report and directorate business plans.

### 15 **CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

15.1 The Business Plans contain details about future service provision and how each directorate will spend the target budget available to them. Further review of these plans is required in order to assess that value for money will be achieved and progress is made towards achieving the council's Vision 2030 ambitions.

15.2 It is therefore recommended that the business plans are referred to the Budget and Corporate Scrutiny Management Board for this consideration to take place.

15.3

### 16 **BACKGROUND PAPERS**

Provisional Local Government Settlement 2019/20  
Report to Council: 15 January Budget 2019/20

### 17 **APPENDICES:**

Individual Directorate Business Plans

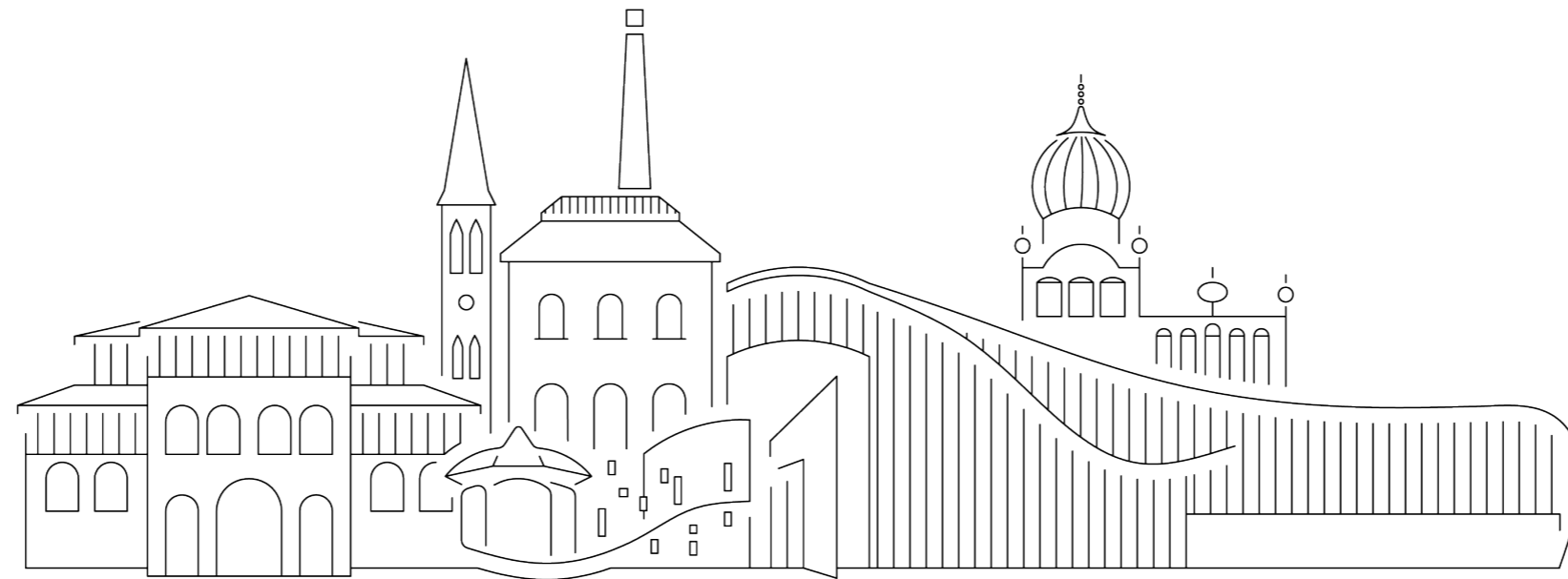


**Darren Carter**  
**Executive Director – Resources**



# 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:

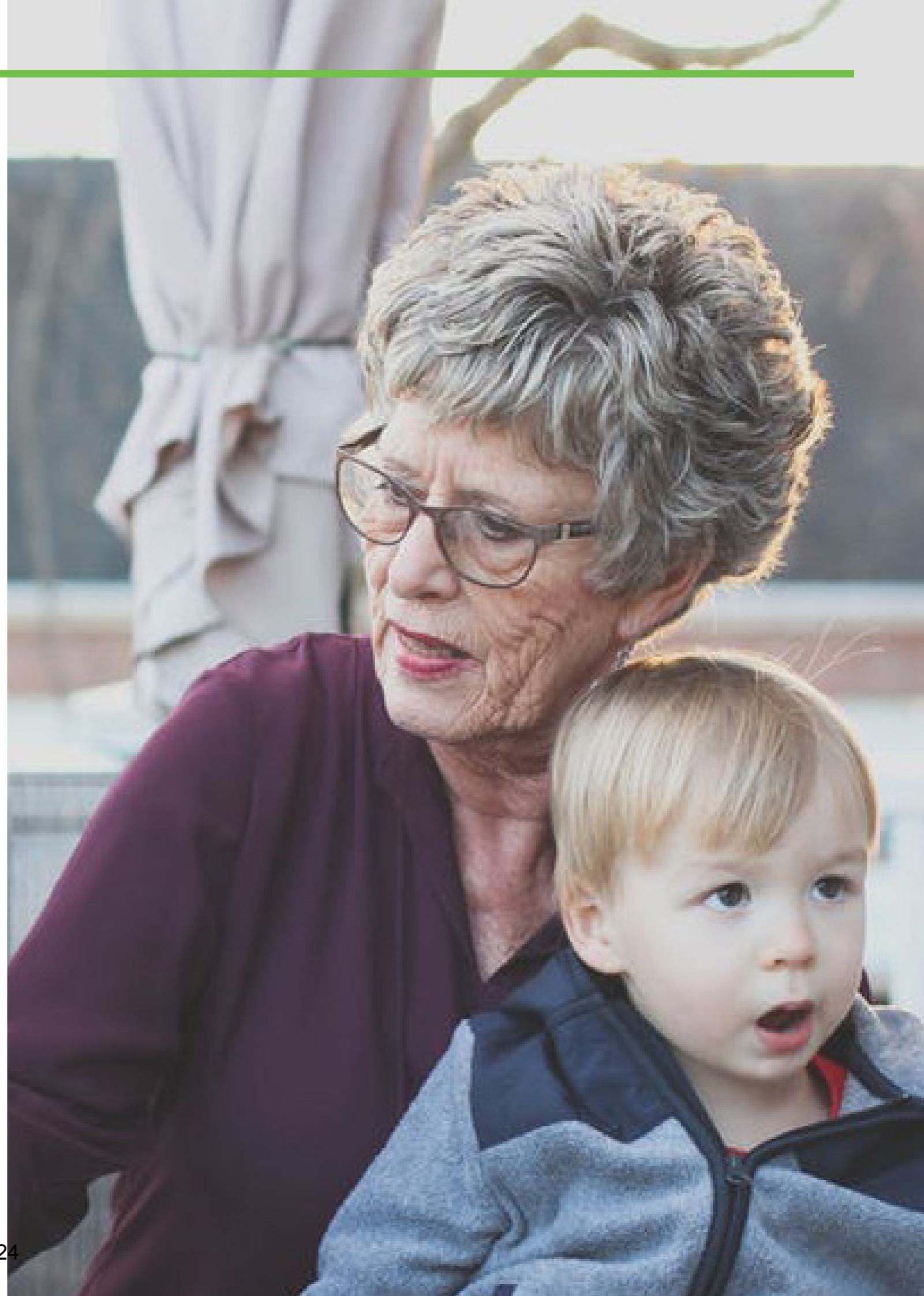
- The Creative Academies Home Symposium Award for Supporting Communities.
- A member of the SHAPE Youth Forum received the "Overcoming Barriers Award" after being nominated by various stakeholders and parents of the young people involved in SHAPE.
- The team have also been commended by the West Midlands 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.

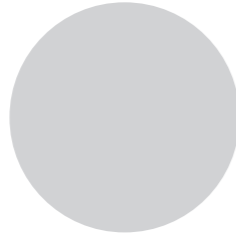
The service area also provides strategic and operational co-ordination on a number of national, regional and local boards including Transforming Care, Mental Health and Wellbeing, Suicide Prevention and Co-production.

### 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 &amp; 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 &amp; 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"> <li>• Signposting to existing community services</li> <li>• Befriending</li> <li>• Advice and Information</li> <li>• Practical Support</li> </ul>	<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"> <li>• Promotion of self care</li> <li>• Support to attend appointments</li> </ul> <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
		We are procuring a marketing service to raise the awareness of school readiness.	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.
		The Ages and Stages Questionnaire (ASQ) is being used with all children at the 2 year old check.	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.
		Working with Absence and Prosecution Team in Education to support schools to reduce absenteeism.	Booklet for parents and staff on infectious diseases aimed at reducing unnecessary absence. Produced a toolkit to support schools to increase flu vaccination uptake.
		Developed the TeamWorx programme in partnership with Police, Fire Service, Public Health, Youth Service to support vulnerable children at key stage 2.	140 young people have taken part in this programme to date and funding has been secured to continue programme.

Ambition	Priority Number	Action Taken	Outcomes from Action
		We are working with Public Health colleagues across the Black Country to develop a Healthy Pregnancy Strategy.	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.
		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.	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.
		New Best Start Service for vulnerable families was launched.	395 families have benefitted from the Family Nurse Partnership or Best Start Service.
		Children's Centres and Best Start Midwives have been commissioned to deliver a rolling Programme of Changes Antenatal Courses.	286 parents have attended a Changes Antenatal Parenting Course.

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 &amp; 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 &amp; 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"> <li>• 83% said their overall situation had improved.</li> <li>• 75% felt less scared.</li> <li>• 72% had improved physical and emotional wellbeing.</li> <li>• 86% reported increased child safety.</li> </ul> <p>An evaluation of outcomes of Sandwell MARAC by the national organisation Safelives identified that:</p> <ul style="list-style-type: none"> <li>• 69% of victims in the cohort experienced a reduction in calls for service to the police.</li> <li>• The level of severity of cases significantly reduced after MARAC</li> </ul>

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
<b>* Total Net Target Budget:</b>	<b>85,790</b>	<b>91,307</b>	<b>88,682</b>	<b>82,623</b>
<b>* Staffing Levels:</b>	<b>1,204</b>	<b>1,233</b>	<b>1,233</b>	<b>1,206</b>
<b>* Total Full Time Equivalents</b>	<b>1,019</b>	<b>1,046</b>	<b>1,046</b>	<b>1,025</b>

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
<b>Total Gross Expenditure</b>	<b>216,336</b>	<b>221,289</b>	<b>217,065</b>	<b>211,391</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>130,546</b>	<b>129,982</b>	<b>128,383</b>	<b>128,768</b>
<b>Net Target Budget</b>	<b>85,790</b>	<b>91,307</b>	<b>88,682</b>	<b>82,623</b>

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
<b>Total Gross Expenditure</b>	<b>1,411</b>	<b>2,099</b>	<b>696</b>	<b>(3,721)</b>
<b>INCOME</b>				
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
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>1,411</b>	<b>2,099</b>	<b>696</b>	<b>(3,721)</b>
<b>Staffing Levels: (1)</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>
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
<b>Total Gross Expenditure</b>	<b>4,067</b>	<b>4,044</b>	<b>4,044</b>	<b>4,044</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>696</b>	<b>701</b>	<b>701</b>	<b>701</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>3,371</b>	<b>3,343</b>	<b>3,343</b>	<b>3,343</b>
<b>Staffing Levels: (1)</b>	<b>101</b>	<b>114</b>	<b>114</b>	<b>114</b>
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
<b>Total Gross Expenditure</b>	<b>2,389</b>	<b>2,304</b>	<b>2,104</b>	<b>2,104</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>466</b>	<b>471</b>	<b>471</b>	<b>471</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>1,923</b>	<b>1,833</b>	<b>1,633</b>	<b>1,633</b>
<b>Staffing Levels: (1)</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>
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
<b>Total Gross Expenditure</b>	<b>92,684</b>	<b>93,549</b>	<b>95,296</b>	<b>98,381</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>31,797</b>	<b>34,963</b>	<b>35,963</b>	<b>36,963</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>60,887</b>	<b>58,586</b>	<b>59,333</b>	<b>61,418</b>
<b>Staffing Levels: (1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Total Gross Expenditure</b>	<b>6,436</b>	<b>6,655</b>	<b>6,655</b>	<b>6,655</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>704</b>	<b>705</b>	<b>705</b>	<b>705</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>5,732</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>
<b>Staffing Levels: (1)</b>	<b>158</b>	<b>158</b>	<b>158</b>	<b>158</b>
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
<b>Total Gross Expenditure</b>	<b>1,982</b>	<b>2,055</b>	<b>2,055</b>	<b>2,055</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>1,760</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>222</b>	<b>289</b>	<b>289</b>	<b>289</b>
<b>Staffing Levels: (1)</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
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
<b>Total Gross Expenditure</b>	<b>41,423</b>	<b>46,928</b>	<b>45,080</b>	<b>45,080</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>47,423</b>	<b>46,928</b>	<b>45,080</b>	<b>45,080</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>(6,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Staffing Levels: (1)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
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
<b>Total Gross Expenditure</b>	<b>4,242</b>	<b>4,353</b>	<b>4,353</b>	<b>4,353</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>3,687</b>	<b>3,703</b>	<b>3,703</b>	<b>3,703</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>555</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Staffing Levels: (1)</b>	<b>171</b>	<b>172</b>	<b>172</b>	<b>172</b>
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
<b>Total Gross Expenditure</b>	<b>12,486</b>	<b>12,319</b>	<b>12,319</b>	<b>9,847</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>2,918</b>	<b>2,919</b>	<b>2,919</b>	<b>2,924</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>9,568</b>	<b>9,400</b>	<b>9,400</b>	<b>6,923</b>
<b>Staffing Levels: (1)</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>173</b>
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
<b>Total Gross Expenditure</b>	<b>6,849</b>	<b>7,484</b>	<b>7,484</b>	<b>7,484</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>6,280</b>	<b>6,280</b>	<b>6,280</b>	<b>6,280</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>569</b>	<b>1,204</b>	<b>1,204</b>	<b>1,204</b>
<b>Staffing Levels: (1)</b>	<b>229</b>	<b>248</b>	<b>248</b>	<b>248</b>
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
<b>Total Gross Expenditure</b>	<b>14,739</b>	<b>12,728</b>	<b>12,078</b>	<b>12,079</b>
<b>INCOME:-</b>				
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	<b>6,398</b>	<b>3,585</b>	<b>3,585</b>	<b>3,585</b>
<b>Total Income</b>	<b>9,965</b>	<b>7,242</b>	<b>7,242</b>	<b>7,242</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>4,774</b>	<b>5,486</b>	<b>4,836</b>	<b>4,837</b>
<b>Staffing Levels: (1)</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>152</b>
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
<b>Total Gross Expenditure</b>	<b>27,628</b>	<b>26,771</b>	<b>24,901</b>	<b>23,030</b>
<b>INCOME:-</b>				
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	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Income</b>	<b>24,850</b>	<b>24,304</b>	<b>23,553</b>	<b>22,933</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>2,778</b>	<b>2,467</b>	<b>1,348</b>	<b>97</b>
<b>Staffing Levels: (1)</b>	<b>56</b>	<b>53</b>	<b>53</b>	<b>53</b>
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
<b>Total Gross Expenditure</b>	<b>216,336</b>	<b>221,289</b>	<b>217,065</b>	<b>211,391</b>
<b>INCOME:-</b>				
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	<b>6,507</b>	<b>3,694</b>	<b>3,694</b>	<b>3,694</b>
<b>Total Income</b>	<b>130,546</b>	<b>129,982</b>	<b>128,383</b>	<b>128,768</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>85,790</b>	<b>91,307</b>	<b>88,682</b>	<b>82,623</b>
<b>Staffing Levels: (1)</b>				
Total Full Time Equivalent (1)	1,204	1,233	1,233	1,206
	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.





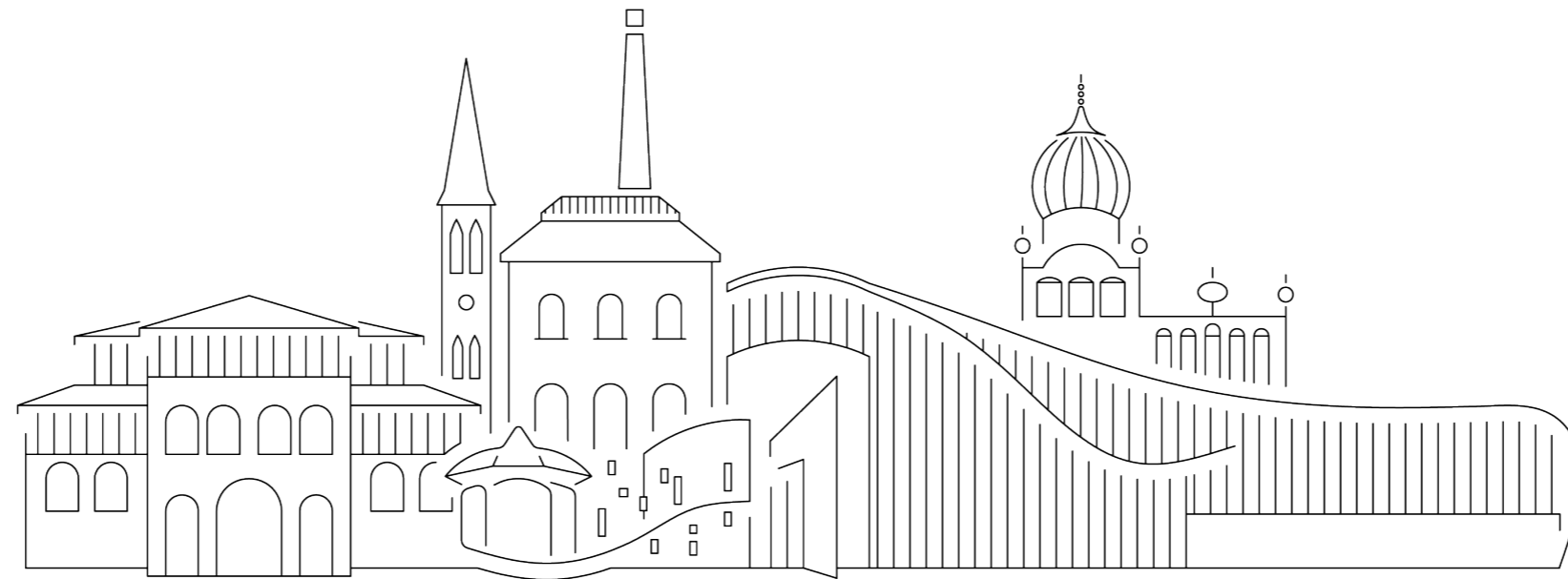
[www.sandwell.gov.uk/vision2030](http://www.sandwell.gov.uk/vision2030)



# VISION 2030 SANDWELL

## Children's Services 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

# What is Children's Services?

### Executive Director of Children's Services

Lesley Hagger



The council has responsibility for a wide range of services that support children, young people, and their families. These include: children's social care; early help and targeted services for children and young people; family support services; youth and play services; and education, skills and employment services.

Our vision is for Sandwell's children and young people to have the best start in life, and for them to be nurtured and supported by those who care for them so that they can enjoy their childhood, develop aspirations for their lives, and achieve a successful adulthood. Engaging with children and young people so that their voices can help us to shape our service offer is an important part of the way that we work. Similarly, working with partner agencies is a vital part of our approach to understanding what children, young people and families need to thrive, prosper and lead fulfilling lives.

Our education, youth, play and family support services are available to all of Sandwell's children, young people and families – whether that be early learning and childcare places, a local children's centre, a good school place, or a youth club. Many of us need extra help at times and so, in addition to these universal services, we work hard to make sure that children, young people and families that need extra help can access it easily. This includes providing a Family Information Service, identifying and providing the right support for children with additional needs, working alongside families to improve their parenting skills, helping young people excluded from school to get back on track, giving advice and support to young people to get into work, training or further education, and providing targeted youth groups that young people can attend to feel valued and develop their confidence.

The wide range of services offered to children, young people and families in Sandwell are not only delivered or commissioned through the Children's Services Directorate; working corporately is important to ensure that the council's shared objectives, set out in Vision 2030, are achieved. Working closely with colleagues from other Directorates is a vital component of 'Making Children Matter in Sandwell'.

In April 2018-2019, a range of services previously delivered by, or procured through, Sandwell Council were transferred to Sandwell Children's Trust, including children's social care, some targeted services, including the Youth Offending Service, and other services, like Troubled Families, that support improved outcomes for vulnerable children and young people. Nevertheless, it continues to be the council that is the accountable body for children's social care and the contract with Sandwell Children's Trust is subject to intensive monitoring. This 'commissioning' arrangement has provided the foundations for a broader multi agency partnership that will emerge during 2019 and through which services for children and young people will be commissioned. This will support efficiency, innovation and the effectiveness of services as we create a shared understanding of how best to improve outcomes for all children across the Borough.

### Councillor Simon Hackett Cabinet Member for Children's Services



Our role in Children's Services is to make sure children get the best possible start in life, that families can access support when they need it, and that young people are well-prepared for adulthood. Making Children Matter, Making Young People Matter and Making Families Matter in Sandwell is central to the purpose of the council.

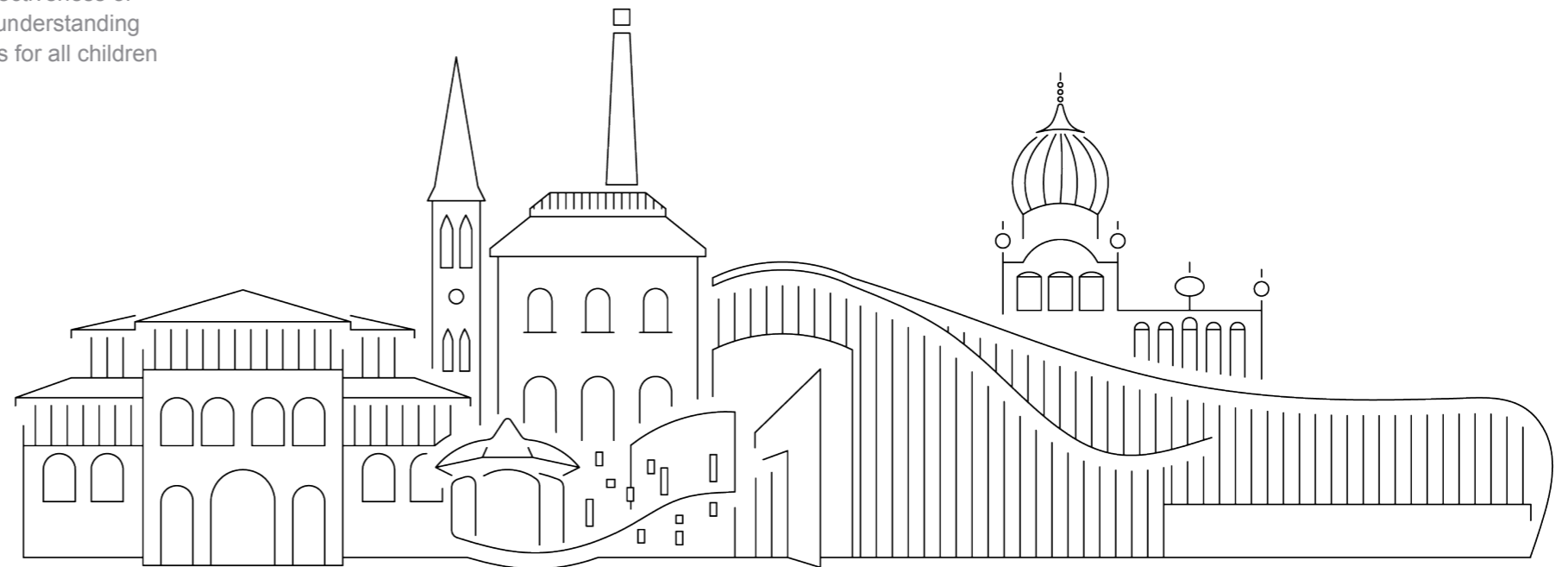
We want to make sure every child is ready for school and we have enough early learning and childcare, primary and secondary school places. We will work with educational professionals to raise standards, as all children in Sandwell should have access to good education and learning.

We will work corporately, and with a range of external partner agencies, to make sure that Sandwell is a good place for families to bring up children and that extra help is available to support their parenting.

We will support young people as they prepare for adulthood by offering a wide range of youth services, and help to provide the best opportunities for further education and careers.

The new Sandwell Children's Trust will work with the council and partners to deliver quality services that meet the needs and demands of vulnerable children and their families. The council will fulfil its pledge to be an effective Corporate Parent, and will continue to champion looked after children and care leavers.

This business plan sets out how we will achieve our ambitions in line with Sandwell's Vision 2030.



## Section 2



### Children and Families

Children and Families provides a statutory service to children in need, looked after children, children at risk of harm, private fostering and children with disabilities.

The improvement of children's social care services is a priority for Sandwell. The service has a long history of underperformance in Ofsted inspections and as a result has been required to establish an arm's length independent trust to manage its children's social care.

There has been a significant commitment by the council and the Department for Education (DfE) to deliver change. Children's Commissioner Malcolm Newsam was appointed in October 2016. This has provided a focus for the delivery of an improved service.

An improvement programme has been built upon the work of the Commissioner and of the service. It positions the authority, and subsequently Sandwell Children's Trust, to make the necessary changes.

The improvement activity required to deliver safe and effective services for children and young people in Sandwell is driven through an evolving improvement plan, overseen by the Council, the Commissioner, Ofsted, the DfE and the new Sandwell Children's Trust Board.

### Education, Skills and Employment

Chris Ward - Director: Education, Skills and Employment



Education, Skills and Employment (ESE) drives Sandwell's focus on educational attainment and achievement. It supports early learning, school improvement, support for children and young people with SEND (special educational needs and disabilities) as well as skills and employment services.

ESE have a range of universal and universal plus services which target the most appropriate support to children, young people and their families. We also have statutory services which are subject to inspection.

Acting as the champion for children, young people and their parents and carers, ESE are strategic leaders in the quality of education in the borough, whilst supporting all school and academy sectors to develop the skills and connections they need to drive their own success.

In the last year, ESE has faced a number of financial challenges including removal of the Education Services Grant, a reduction in targeted grants and loss of some school funding through the reduction in the number of de-delegations. A £5m reduction in expenditure has been achieved.

We continue to work with schools and academies through Schools' Forum to secure the services they want for the future, whilst ensuring the council can still meet its statutory duties and responsibilities.

Despite these challenges, we remain committed to working in partnership with all our stakeholders including young people, parents, carers, teachers, Ofsted, HMI (Her Majesty's Inspectors), DfE (Department for Education) and elected members, to provide the best opportunities for all our young people in Sandwell.



## Section 3

The priorities detailed in this section represent the key areas of focus for Children's Services and will ensure that the service remains focused upon our principal objective to create safe, strong and resilient children and families. We will meet our priorities by delivering our improvement objectives.

### Priority 1

**We want Children's Services to be aspirational. We will support children, young people and their families to be resilient and ambitious. We will ensure that children and young people are safeguarded, that adverse childhood experiences are minimised and that those most vulnerable can access extra help. We will develop our workforce to achieve our Ambitions.**

We will:

- increase the uptake of pre-school child care places by our most disadvantaged families
- deliver the requirements of the special educational needs and disability (SEND) reform agenda and innovate our services
- ensure that our Family Support Services are benefitting those most in need
- target youth service provision to vulnerable groups
- ensure that the right support is available to children and young people at risk of school exclusion, or permanently excluded
- ensure that we quickly identify Children Missing Education and secure appropriate support for them
- work closely with Sandwell Children's Trust to ensure that children, young people and families benefit from whole-systems support
- develop learning and development across the children's workforce so that we understand what works well and that the needs of vulnerable children, young people and families are understood and responded to
- support early years settings and schools to understand and effectively deliver their safeguarding responsibilities

- establish stronger strategic leadership within the council and across partnerships to create the conditions for strong partnership working and practice
- ensure that the council has an effective Corporate Parenting Board
- review, consolidate and strengthen the practice of engagement and participation with children, young people and families to inform and improve our service commissioning.

### Priority 2

**We want every child in Sandwell to be healthy and active. We will work with partners across health and social care and the voluntary/community sector to provide activities and opportunities to improve outcomes for our children across health and social care.**

- deliver an effective Play Service
- deliver the requirements of the special educational needs and disability (SEND) reform agenda and innovate our services
- work with partners to provide relevant resources for healthy schools
- make available outdoor learning and residential activities that support improved health outcomes
- work closely with corporate colleagues to secure joint commissioning of services that support child health outcomes.



### Priority 3

**We want every child to have a good school place in Sandwell. We will work to provide additional school places to meet our growing population needs and work with schools to raise education standards.**

- increase the proportion of schools and academies rated good or better by Ofsted, particularly in the secondary sector
- improve pupil progress rates for all pupils, including vulnerable groups, to deliver improved GCSE and other Key Stage 4 outcomes
- increase the proportion of pupils achieving the highest levels in all phases
- ensure that our Looked After Children receive the additional support they need to succeed.



#### Priority 4

**We want every child in Sandwell to have the very best start in life. We will work with partners and the community to improve school readiness.**

- increase the uptake of pre-school child care places by our most disadvantaged families
- increase the proportion of pupils achieving a good level of development prior to entering formal education
- increase the quality of pre-school and Early Years provision across the borough
- increase the proportion of pupils achieving the highest levels in all phases
- deliver the requirements of the special educational needs and disability (SEND) reform agenda
- ensure that our family support services enable families to support their child's learning



#### Priority 5

**We want children in Sandwell to be better prepared for adulthood. We will work in partnership with schools to develop the curriculum, and with young people in communities, to ensure that our children are prepared for their life ahead.**

- increase the proportion of schools and academies rated good or better by Ofsted, particularly in the secondary sector
- improve pupil progress rates for all pupils, including vulnerable groups, to deliver improved GCSE outcomes
- increase the proportion of pupils achieving the highest levels in all phases
- deliver the requirements of the SEND reform agenda and innovate our services to support young people as they transition to adulthood
- continue to improve post 16 performance across the borough to increase opportunities for young people to access further and higher education
- encourage schools and academies to develop the best possible curriculum models to better prepare young people for adulthood
- continue to improve post-16 performance across the borough to increase opportunities for young people to access further and higher education
- deliver a range of youth services that support young people to develop confidence and ambition
- work closely with Sandwell Children's Trust to ensure effective support for looked after children and care leavers as they transition to adulthood

**Priority 6**

Every young person should be aware of career opportunities that are available in Sandwell. We will work with schools and local businesses to forge greater links to ensure that our young people are aware of future opportunities, taking advantage of the opportunities offered by the West Midlands Combined Authority

- continue to improve post-16 performance across the borough to increase opportunities for young people to access further and higher education
- work with schools and employers to develop the skills necessary for work and to improve the opportunities for young people to access apprenticeships and permanent employment
- support individuals who are unemployed or economically inactive back into work
- support individuals on lower incomes
- look at the opportunities brought by the development of the combined authority to increase employment in the borough
- encourage businesses to link closely with schools to enhance the curriculum and increase employment motivation in our young people
- work closely with Sandwell Children's Trust to increase apprenticeships for Care Leavers.



Ambition	Action Taken	Outcomes from Action
<p>Sue Moore Maira Tallents Melanie Barnett</p> <p>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.</p> <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.</p> <p>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.</p>	<p>Expansion of The Westminster School by up to 60 places with effect from 1 January 2019.</p>	<p>Responds directly to new SEND (Special Educational Needs and Disabilities) legislation and will lead to more young people with disabilities in Sandwell being able to attend a special school for MLD (Moderate Learning Difficulties).</p> <p>This requirement was identified by an independent review carried out on behalf of the JEG (Joint Executive Group) and the local authority.</p> <p>The expansion will enable the council to implement the Department for Education's (DfE) strategy "Preparing for Adulthood" by providing places on the Supported Internship and Apprenticeships Programme, leading to increased employment opportunities for young people with learning disabilities.</p>
<p>Sue Moore</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>High Aspirations</p> <p>Service staff based in the MASH (Multi-Agency Safeguarding Hub) provide quality support, guidance and advice.</p> <p>Information including notification of domestic abuse and/or child protection concerns is shared daily with MASH partners in accordance with the "Operation Encompass" and "Signs of Safety" models.</p> <p>Outreach support is provided to children and young people who are electively home educated plus those who are missing or missing from education.</p>	<p>Best practice in relation to keeping children safe in education is shared with schools and consequently more children are safeguarded.</p> <p>Service outcomes can be summarised as "reducing lost learning, safeguarding and improving life chances for children".</p>

Ambition	Action Taken	Outcomes from Action
<p>Lesley Hagger</p> <p>Ambition 2:</p> <p>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.</p> <p>Ambition 5:</p> <p>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.</p>	<p>Review of Local Safeguarding Children Board arrangements.</p> <p>SHAPE engagement programme of activities with vulnerable young people.</p>	<p>New Multi-Agency Safeguarding Arrangement (MASA) to be in place from 1 April 2019.</p> <p>Young people's voices have informed new commissioning for mental health services.</p>
<p>Sue Moore</p> <p>Ambition 3:</p> <p>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.</p>	<p>Skilled and talented workforce</p> <p>The Attendance and Prosecution service responds to requests for support by use of statutory processes where necessary.</p>	<p>There is a strong link between school attendance/engagement with improved life chances and positive outcomes for children and young people.</p>
<p>Andrew Timmins</p> <p>Ambition 3:</p> <p>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.</p>	<p>Sandwell Adult and Family Learning (SAFL) service</p> <p>Following Ofsted's 'requires improvement' judgement in 2017, make necessary service improvements to raise standards across adult education provision.</p>	<p>On reinspection, SAFL achieved Ofsted Good (Grade 2) judgment – January 2018</p>
<p>Moira Tallents/ Melanie Barnett</p> <p>Ambition 3:</p> <p>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.</p>	<p>A multi-agency "Preparing for Adulthood" SEND board established.</p>	<p>Fast Forward residential event in September 2018 promoting work skills for pupils with SEND. Pupils from special and mainstream schools attended.</p> <p>NHS committed to providing nine supported internships for pupils with SEND in 2019/2020.</p> <p>Westminster expansion of Post 16 education to incorporate more supported internships and supported apprenticeships for pupils with SEND.</p>

Ambition	Action Taken	Outcomes from Action
<p>Sue Moore</p> <p>Ambition 4:</p> <p>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.</p>	<p>High quality education</p> <p>The service exists to ensure children's entitlement to "efficient full-time education" in accordance with section 444 of the 1996 Education Act.</p>	<p>Together with Admissions colleagues, we minimise lost learning time and challenge schools and parents by the effective use of statutory processes including the issuing of penalty notices and court action when necessary.</p>
<p>Ambition 4:</p> <p>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.</p>	<p>Procurement exercise for a new Education Management Information System to support long term improved service delivery and more efficient and joined up services.</p> <p>This will ensure the best experience for parents and carers when engaging with education services in Sandwell; for example, to apply for school places or early years provision.</p>	<p>New contract awarded to Servelec for the provision of their Synergy system to commence from January 2019.</p> <p>The implementation program will impact across the directorate and will include a review of business processes.</p>
<p>Sue Moore</p> <p>Ambition 4:</p> <p>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.</p>	<p>Cabinet approval for school expansion projects within the Schools' Capital Programme to ensure a sufficient supply of school places is available to meet demand for September 2017.</p>	<p>The following capital projects were completed for September 2017 to ensure sufficient school places were available:</p> <ul style="list-style-type: none"> <li>St Matthews CE Primary; Summerhill Primary; The Priory Primary; and Victoria Park Academy Schools (660 places)</li> <li>OSCA and RSA Academies (450 places)</li> <li>Sacred Heart Primary – new replacement school which also expanded capacity to take an additional 308 pupils.</li> </ul>
<p>Ambition 4:</p> <p>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.</p>	<p>Quality Early Years and Child Care team support the quality development in all funded maintained and non maintained settings and all other PVI (private, independent and voluntary) settings.</p>	<p>Currently 96% of funded EY (early years) settings are rated Good or Better by Ofsted.</p>

Ambition	Action Taken	Outcomes from Action
<p>Andrew Timmins</p> <p>Ambition 4:</p> <p>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.</p>	<p>School Improvement</p> <p>School Improvement Adviser Team worked with schools and academies over the past year to improve outcomes for children and young people.</p> <p>Detailed actions can be found in the individual key stage plans for the team.</p>	<p>Narrowed the gap to the national average for Good Level of Development in Early Years by 1% in 2018.</p> <p>Narrowed the gap in reading at both expected and greater depth in 2018 at Key Stages 1 and 2.</p> <p>Positive progress sustained at the end of Key Stage 2 in both writing and maths.</p> <p>Ofsted recognise the positive support for schools in many of the reports published this year.</p>
<p>Andrew Timmins</p> <p>Ambition 4:</p> <p>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.</p> <p>Ambition 5:</p> <p>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.</p>	<p>Sandwell Transition Education Partnership Service (STEPS)</p> <p>The STEPS centre has received 369 applications by INA's (Immigration and Nationality Act).</p> <p>202 children attended the centre, where they are safeguarded, assessed and orientated into mainstream school cultures so there is a smooth transition into the next phases of their education.</p> <p>Help is now available for the wider family to ensure they can access the full range of support and services available in Sandwell.</p>	<p>Average length of time spent at STEPS</p> <p>(1 February to 7 April 2017):</p> <ul style="list-style-type: none"> <li>• KS1 - 13 days,</li> <li>• KS2 - 15 days</li> <li>• KS3/4 -13days</li> </ul> <p>September 2018 – December 2018</p> <p>Once children start at the centre in KS1 and KS2 80% are placed into schools within six weeks.</p>
<p>Andrew Timmins</p> <p>Ambition 2:</p> <p>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.</p> <p>Ambition 4:</p> <p>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.</p>	<p>Looked After Children in Education (LACE)</p> <p>To increase the culture of accountability around the PP+ (Pupil Premium Plus) by making the PEP (Personal Education Plan) the vehicle for closing the education gap between LAC and peers.</p>	<p>The ePersonal Education Plan was rolled out 3 October 2018.</p> <p>Training has taken place and the system is operational and being used by schools, social workers and VS (Virtual School) staff.</p>

Ambition	Action Taken	Outcomes from Action
<p>Andrew Timmins</p> <p>Ambition 4:</p> <p>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.</p>	<p>Ready Steady Learn programme in Children's Centres.</p> <p>Targeted funding for the 40% most disadvantaged two year olds.</p> <p>To increase the percentage of children reaching a Good Level of Development at the end of the EYFS (Early Years Foundation Stage) by 5%.</p> <p>Sharing REAL (Raising Early Achievement in Literacy) with Parents to improve Home Learning Environment and their understanding of the strands of literacy.</p>	<p>Autumn term 2018 – 76% up take (4% higher than national).</p> <p>16 schools identified and working in SSIF (Strategic School Improvement Fund) early years projects to improve GLD (Good Level of Development). All schools reporting progress from baseline measures with increased GLD predicted.</p> <p>125 parents, including 11 foster carers participated. From 22% to 74% increase in parental confidence in supporting child's early literacy.</p>
<p>Moira Tallents/ Melanie Barnett</p> <p>Ambition 2:</p> <p>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.</p> <p>Ambition 4:</p> <p>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.</p>	<p>CLASS (Communication, Language, Autism and Social Skills) strategy implemented in the Early Years. A multi-agency approach to ensure that young children have their SEND identified early and are supported by intervention.</p>	<p>There has been a reduction of children entering reception without having their SEND identified.</p> <p>Multi-agency working with health services to provide timely identification of needs such as complex communication and autism.</p>
<p>Andrew Timmins</p> <p>Ambition 4:</p> <p>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.</p>	<p>School Improvement</p> <p>School Improvement Adviser Team worked with schools and academies over the past year to improve outcomes for children and young people.</p> <p>Detailed actions can be found in the individual key stage plans for the team</p>	<p>Some individual schools and academies have improved their performance. However, overall performance remains well below national</p>

Ambition	Action Taken	Outcomes from Action																	
Sue Moore 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.	Work through a number of strategies to engage with Sandwell schools and academy schools to retain uptake of places and accessibility, e.g. visits into schools, teachers' courses, new product/curriculum initiatives, family learning days, shorter courses, day visits, weekend courses, attendance at conferences.	The figures for the past two years are shown below.																	
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Work to keep charges to Sandwell schools and academy schools subsidised, to minimise negative impact of pressure on school budgets and families' finances, to retain accessibility and value.																			

Priority	Action Taken	Outcomes from Action
Lesley Hagger Priority 1: We want our Children's Services to be aspirational, we will ensure that children in Sandwell are safeguarded and that adverse childhood experiences are minimised.	<p>Review of Local Safeguarding Children Board arrangements.</p> <p>Review of CSE (child sexual exploitation) and Missing arrangements, to see if fit for purpose.</p> <p>Review of ACEs Steering Group and work plan.</p> <p>Review of Corporate Parenting Board arrangements.</p> <p>Transfer of children's social care and targeted services into Sandwell Children's Trust.</p>	<p>New Multi-Agency Safeguarding Arrangement (MASA) to be in place from 1 April 2019.</p> <p>New multi-agency Child Exploitation Board and Child Exploitation Hub established.</p> <p>Revised arrangements now in place for ACEs.</p> <p>New arrangements in place from January 2019.</p> <p>Trust and contract monitoring arrangements established and emerging improvements.</p>
Andrew Timmins Priority 1: We want our Children's Services to be aspirational, we will ensure that children in Sandwell are safeguarded and that adverse childhood experiences are minimised.	Engagement and registration of local people to provide IAG (information, advice and guidance) and employment support.	April 18 – December 2018 665 registrations.



Priority	Action Taken	Outcomes from Action
Sue Moore Priority 1: We want our Children's Services to be aspirational, we will ensure that children in Sandwell are safeguarded and that adverse childhood experiences are minimised.	Work with MySandwell team (or alternative) to achieve online referral process for all service areas including attendance (schools' requests for support).  We have succeeded in working with MySandwell team to date to achieve online child employment and entertainment licensing plus online payment of penalty notices.	Efficiency savings achieved in relation to online child employment and entertainment licensing plus online payment of penalty notices.  When schools are able to make online requests for support, further efficiencies and capacity is anticipated, including improved response rate due to increased accuracy of initial information provided.  This could lead to further efficiency savings across the Education, Skills and Employment directorate.
	Complete/finalise mapping in relation to school attendance referral procedures, including CME and education otherwise than at school.  Mapping started, and working version to be confirmed/progressed with MySandwell team and/or alternative provider.	As above, plus improved clarification and consistency for schools and service staff in relation to procedures and expected outcomes i.e. better working relationships with schools.
	Clarify future expectations of the Sandwell Children's Trust in relation to the MASH (Multi-Agency Safeguarding Hub).  Discussions ongoing.	Improved clarification and consistency for schools and service staff in relation to procedures and expected outcomes i.e. continued safeguarding of children.

Priority	Action Taken	Outcomes from Action
Sue Moore Priority 3: We want every child to have a good school place in Sandwell. We will work to provide additional school places to meet our growing population needs and work with schools to raise education standards.	Cabinet approval for four major school capital projects within the Schools' Capital Programme to ensure a sufficient supply of secondary school places is available to meet demand for September 2019.	For September 2019, capital expansion projects that we plan to complete: <ul style="list-style-type: none"> <li>• George Salter Academy (250 places); and</li> <li>• Shireland Collegiate Academy (275 places).</li> </ul> New build schemes completed at: <ul style="list-style-type: none"> <li>• Q3 Academy Langley (480 places); and</li> <li>• Kelvin Way, West Bromwich – West Bromwich Collegiate Academy (300 places).</li> </ul>
Andrew Timmins Priority 3: We want every child to have a good school place in Sandwell. We will work to provide additional school places to meet our growing population needs and work with schools to raise education standards.	School Improvement  School Improvement Adviser Team continue to work with schools and academies to improve outcomes for children and young people with a particular focus on increasing the proportion of pupils achieving the highest levels in all phases	Impact of this support will be confirmed in summer 2019 when results are published.
Lesley Hagger Priority 4: We want every child in Sandwell to have the very best start in life. We will work with partners and the community to improve school readiness.	Extended Children's Centre commissioning arrangement to 31 March 2020 with reduced budget.	Continuation of services for a further year to give time for full review to be completed.
Sue Moore Priority 5: We want children in Sandwell to be better prepared for adulthood. We will work in partnership with schools to develop the curriculum to ensure that our children are prepared for their life ahead.	We will: <ul style="list-style-type: none"> <li>• continue to develop and promote the SRES curriculum working with, and for, Sandwell schools and academy schools;</li> <li>• work to deliver a high volume, high value business model to keep charges to Sandwell schools and families as low as possible.</li> </ul>	Sandwell children benefit from a broad, healthy, ambitious, skills and experience based curriculum shaped by their own schools.  So far as possible, assisting families and schools to access SRES (Sandwell Residential Education Centres).  Retain Sandwell attendance at 2017-18 levels.

Priority	Action Taken	Outcomes from Action
<p>Sue Moore</p> <p>Priority 3:</p> <p>We want every child to have a good school place in Sandwell. We will work to provide additional school places to meet our growing population needs and work with schools to raise education standards.</p>	<p>Cabinet approval for four major school capital projects within the Schools' Capital Programme to ensure a sufficient supply of secondary school places is available to meet demand for September 2019.</p>	<p>For September 2019, capital expansion projects that we plan to complete:</p> <ul style="list-style-type: none"> <li>• George Salter Academy (250 places); and</li> <li>• Shireland Collegiate Academy (275 places).</li> </ul> <p>New build schemes completed at:</p> <ul style="list-style-type: none"> <li>• Q3 Academy Langley (480 places); and</li> <li>• Kelvin Way, West Bromwich – West Bromwich Collegiate Academy (300 places).</li> </ul>
<p>Andrew Timmins</p> <p>Priority 5:</p> <p>We want children in Sandwell to be better prepared for adulthood. We will work in partnership with schools to develop the curriculum to ensure that our children are prepared for their life ahead..</p>	<p>School Improvement Adviser Team will work with schools and academies to improve outcomes for children and young people (GCSE performance)</p> <p>Detailed actions can be found in the individual Key Stage plans for the team.</p>	<p>Impact of this support will be confirmed in summer 2019 when results are published.</p>
	<p>Sandwell Adult and Family Learning Service (SAFL)</p> <p>Provide adult education and family learning courses within schools and children's centres to help improve the academic attainment of parents and families.</p>	<p>To date, 2018/19 adult education courses have run, or are planned to run in;</p> <p>8 primary schools.</p> <p>6 children's centres.</p>

Priority	Action Taken	Outcomes from Action
<p>Andrew Timmins</p> <p>Priority 6:</p> <p>Every child should be aware of career opportunities that are available in Sandwell. We will work with schools and local businesses to forge greater links to ensure that our young people are aware of future opportunities, taking advantage of the opportunities offered by the West Midlands Combined Authority</p>	<p>Sandwell Adult and Family Learning Service (SAFL)</p> <p>Provide 3000 adult education enrolments during 2018/19 of which 1000 will be for regulated learning.</p>	<p>889 enrolments</p> <p>(August to December 2018)</p> <p>Of which:</p> <p>444 - non-regulated</p> <p>445 - regulated</p>
	<p>Supporting local people to gain apprenticeships within the local authority and local businesses</p>	<p>April 2018 – December 2018</p> <p>113 apprenticeship starts</p>
	<p>Administering Levy support to local authority officers to improve skills and prospects</p>	<p>April 2018 – September 2018</p> <p>111 qualification starts via the Levy</p>
	<p>Sandwell Guarantee – supporting Sandwell young people to gain local apprenticeships.</p> <p>Supporting local employers with 50% of wages for 12 months to employ a Sandwell young person.</p>	<p>April 2018 – September 2018</p> <p>97 starts</p>
	<p>Employment and apprenticeship opportunities to the local community</p>	<p>April 2018 – December 2018</p> <p>204 total employment</p>

## Section 4: Whole Budget 2018/2021

### Divisional Planning

**Director:**

Lesley Hagger

**Divisional Context:**

Children's Services provides Social Care, Early Help, Education, Skills and Employment support for the children and young people of Sandwell. The service consists of three interconnected areas: Children and Families (Children's Social Care), Early Help, Education, Skills and Employment. From 1 April 2018, the Children's Social Care element of Children's Services will be delivered by Sandwell's Children's Trust which is independent to the council.

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Director of Education and Employment</b>	9,421	9,365	9,364	9,366
<b>Education Support Services</b>	1,669	1,664	1,664	1,664
<b>Learning Improvement</b>	3,171	3,104	3,104	3,105
<b>Inclusive Learning</b>	3,250	3,204	3,204	3,204
<b>Director of Children's Services</b>	4,296	5,364	5,364	5,365
<b>Sandwell Children's Trust</b>	58,229	53,793	53,793	53,793
<b>* Grand Total Annual Budget:</b>	<b>80,036</b>	<b>76,494</b>	<b>76,493</b>	<b>76,497</b>
<b>* Staffing Levels:</b>	<b>476</b>	<b>419</b>	<b>419</b>	<b>419</b>
<b>* Total FTE</b>	<b>344</b>	<b>315</b>	<b>315</b>	<b>315</b>

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	12,240	12,500	12,500	12,500
<b>Premises</b>	1,305	1,298	1,298	1,298
<b>Transport</b>	2,855	2,855	2,855	2,855
<b>Supplies &amp; Services</b>	7,223	6,152	6,152	6,154
<b>Third Party</b>	58,229	58,229	58,009	58,029
<b>Transfer Payments</b>	46	46	46	46
<b>Capital Charges</b>	11,418	11,291	11,291	11,291
<b>Total Gross Expenditure</b>	<b>93,316</b>	<b>92,371</b>	<b>92,151</b>	<b>92,173</b>
<b>INCOME:-</b>				
<b>Specific Grants</b>	2,145	3,916	3,917	3,917
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	2,123	1,274	1,274	1,274
<b>Other</b>	9,012	8,253	8,253	8,251
<b>Total Income</b>	<b>13,280</b>	<b>13,443</b>	<b>13,444</b>	<b>13,442</b>
<b>Net Target Budget</b>	<b>80,036</b>	<b>78,928</b>	<b>78,707</b>	<b>78,731</b>

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: Whole Budget 2018/2021

### Director of Education and Employment

**Service Manager:**

Lesley Hagger

**Divisional Context:**

The Director of Education and Employment is responsible for the delivery of the following key services:

- Education Support Services
- Learning Improvement
- Inclusive Learning

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	181	183	183	183
<b>Premises</b>	0	0	0	0
<b>Transport</b>	0	0	0	0
<b>Supplies &amp; Services</b>	11	11	11	11
<b>Third Party</b>	0	0	0	0
<b>Transfer Payments</b>	0	0	0	0
<b>Capital Charges</b>	10,973	10,845	10,845	10,845
<b>Total Gross Expenditure</b>	11,165	11,039	11,039	11,039
<b>INCOME:-</b>				
<b>Specific Grants</b>	38	138	139	139
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	0	0	0	0
<b>Other</b>	1,706	1,536	1,536	1,534
<b>Total Income</b>	1,744	1,674	1,675	1,673
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>9,421</b>	<b>9,365</b>	<b>9,364</b>	<b>9,366</b>
<b>Staffing Levels: (1)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Full Time Equivalent (1)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Education Support Services

**Service Manager:**

Sue Moore

**Divisional Context:**

Education Support Services encompasses 5 discreet service areas all of which contribute to the education directorate's objectives of learning support and school improvement across Sandwell. These service areas are:

- School Organisation and Development (which has a responsibility for forecasting pupil numbers and planning and providing new, quality school places)
- Attendance and Prosecution (which supports pupils, families and schools in improving attendance)
- School admissions and appeals (undertakes a coordinating role between all admission authorities, assisting parents in making realistic preferences and supporting the appeals process)
- Education Benefits (supporting families and schools in assessing free school meal eligibility and entitlement to transport) and Residential Centres (providing residential placements for children at 4 out of borough centres)

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	3,847	3,965	3,965	3,965
<b>Premises</b>	265	258	258	258
<b>Transport</b>	267	267	267	267
<b>Supplies &amp; Services</b>	906	767	767	767
<b>Third Party</b>	0	0	0	0
<b>Transfer Payments</b>	0	0	0	0
<b>Capital Charges</b>	283	283	283	283
<b>Total Gross Expenditure</b>	5,568	5,540	5,540	5,540
<b>INCOME:-</b>				
<b>Specific Grants</b>	66	32	32	32
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	174	175	175	175
<b>Other</b>	3,659	3,669	3,669	3,669
<b>Total Income</b>	3,899	3,876	3,876	3,876
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>1,669</b>	<b>1,664</b>	<b>1,664</b>	<b>1,664</b>
<b>Staffing Levels: (1)</b>	<b>179</b>	<b>126</b>	<b>126</b>	<b>126</b>
<b>Total Full Time Equivalent (1)</b>	<b>142</b>	<b>109</b>	<b>109</b>	<b>109</b>

## Section 4: Whole Budget 2018/2021

### Learning Improvement

**Service Manager:**

Andrew Timmins

**Divisional Context:**

School Improvement provides challenge and support for all phases including primary, secondary, special schools and pupil referral units. The team is made up of around 9 school improvement advisers.

Post 16 Education includes a number of areas including Employment and Skills, Connexions and Adult Services.

Early Years covers all aspects of work relating to children up to the age of 5 including nursery funding for 2 year olds.

Area Education Officer oversees education visits and the admin support team for school improvement playing a key part in providing advice to schools on aspects which are not curriculum or performance related.

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	6,172	6,400	6,400	6,400
<b>Premises</b>	46	46	46	46
<b>Transport</b>	58	58	58	58
<b>Supplies &amp; Services</b>	1,712	1,684	1,684	1,685
<b>Third Party</b>	0	0	0	0
<b>Transfer Payments</b>	0	0	0	0
<b>Capital Charges</b>	66	67	67	67
<b>Total Gross Expenditure</b>	8,054	8,255	8,255	8,256
<b>INCOME:-</b>				
<b>Specific Grants</b>	1,851	1,744	1,744	1,744
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	790	1,045	1,045	1,045
<b>Other</b>	2,242	2,362	2,362	2,362
<b>Total Income</b>	4,883	5,151	5,151	5,151
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>3,171</b>	<b>3,104</b>	<b>3,104</b>	<b>3,105</b>
<b>Staffing Levels: (1)</b>	<b>189</b>	<b>182</b>	<b>182</b>	<b>182</b>
<b>Total Full Time Equivalent (1)</b>	<b>160</b>	<b>162</b>	<b>162</b>	<b>162</b>

### Inclusive Learning

**Service Manager:**

Chris Ward

**Divisional Context:**

Inclusive Learning supports vulnerable children and young people to achieve positive outcomes and engage in learning. In order to achieve this, it provides a number of key services. These include:

- Inclusion Support provides advice guidance, information and support to parents, carers and schools regarding children and young people who may have a broad spectrum of special educational needs
- Exclusions Service enabling the local authority to dispatch its statutory responsibilities in relation to the exclusion of school aged pupils
- SEN Home to School Transport

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	953	902	902	902
<b>Premises</b>	63	63	63	63
<b>Transport</b>	2,521	2,521	2,521	2,521
<b>Supplies &amp; Services</b>	379	175	175	175
<b>Third Party</b>	0	0	0	0
<b>Transfer Payments</b>	0	0	0	0
<b>Capital Charges</b>	0	0	0	0
<b>Total Gross Expenditure</b>	3,916	3,661	3,661	3,661
<b>INCOME:-</b>				
<b>Specific Grants</b>	190	0	0	0
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	0	0	0	0
<b>Other</b>	476	457	457	457
<b>Total Income</b>	666	457	457	457
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>3,250</b>	<b>3,204</b>	<b>3,204</b>	<b>3,204</b>
<b>Staffing Levels: (1)</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>Total Full Time Equivalent (1)</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## Section 4: Whole Budget 2018/2021

### Director of Children's Services

**Service Manager:**

Lesley Hagger

**Divisional Context:**

Director of Children's Services includes the following key services:

- Director of Children's Services
- Children's Centres
- Other Commissioned Services
- Youth Services

	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
<b>Employees</b>	1,087	1,050	1,050	1,050
<b>Premises</b>	931	931	931	931
<b>Transport</b>	9	9	9	9
<b>Supplies &amp; Services</b>	4,215	3,515	3,515	3,516
<b>Third Party</b>	0	0	0	0
<b>Transfer Payments</b>	46	46	46	46
<b>Capital Charges</b>	96	96	96	96
<b>Total Gross Expenditure</b>	6,384	5,647	5,647	5,648
<b>INCOME:-</b>				
<b>Specific Grants</b>	0	0	0	0
<b>Partner Contributions</b>	0	0	0	0
<b>Fees &amp; Charges</b>	1,159	54	54	54
<b>Other</b>	929	229	229	229
<b>Total Income</b>	2,088	283	283	283
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>4,296</b>	<b>5,364</b>	<b>5,364</b>	<b>5,365</b>
<b>Staffing Levels: (1)</b>	<b>92</b>	<b>95</b>	<b>95</b>	<b>95</b>
<b>Total Full Time Equivalent (1)</b>	28	30	30	30

# 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.





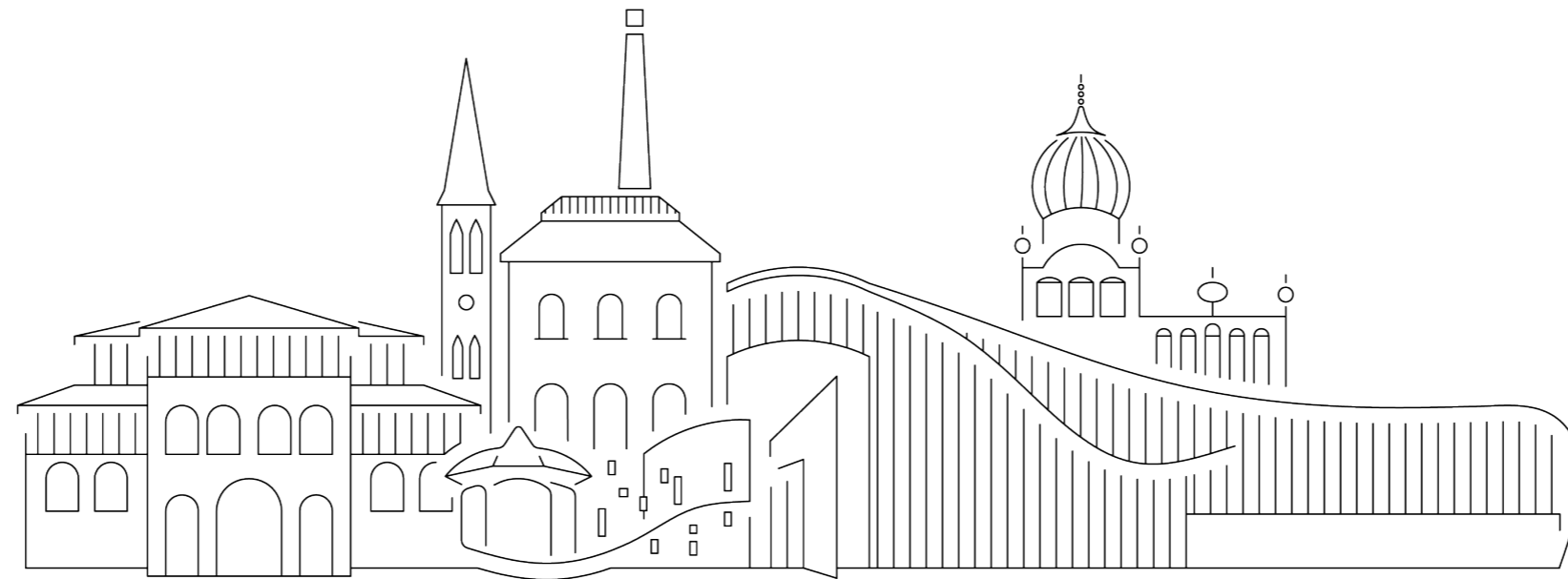
[www.sandwell.gov.uk/vision2030](http://www.sandwell.gov.uk/vision2030)





# Neighbourhoods 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

# What is the Neighbourhoods directorate?

This Executive Directorate consists of two areas; Housing and Communities and Regeneration and Growth. Both areas have direct synergies and complement each other in a way that delivers excellent services that improve the quality of lives of residents in Sandwell.

The definition of Neighbourhoods is the area surrounding a particular place, person or object. The vast range of services we deliver touches on all elements of the lives of people in Sandwell every single day. We improve the environment through the collection of bins, management of housing estates, caretaking and cleaning and upkeep of our green spaces and parks. Our residents make use of our leisure, cultural and shopping facilities that we have developed and manage. We support local businesses and create opportunities for access to employment and training. Working with the Combined Authority and Local Enterprise Partnership we also deliver major programmes that improve our transport network to ensure people keep moving and help to regenerate the local area. Housing is a major feature of our Directorate, in supporting the building of our own new accommodation and working with developers but also delivering a range of housing related services including homelessness, rent collection, anti-social behaviour and estate management. The services we provide ensure that our houses, estates and communities are safe, secure and clean.

### Councillor Syeda Khatun Deputy leader & Neighbourhoods and Communities



Sandwell has a diverse range of communities and providing them with support, advice, guidance and assisting them to increase their capacity and capability is one of my main aims. The Neighbourhoods Directorate champion working in partnership with voluntary and community organisations across Sandwell. Each day I see examples of how this joint working is making a positive impact on our local communities. Our small grants scheme is supporting local groups to develop and deliver creative initiatives in the heart of our communities which support the 2030 vision. The Transforming Local Services project has gathered momentum and during the coming years will see services and community organisations brought together to improve access to the services local residents really need at a local level. My passion is supporting local communities and tackling local issues and I am confident that the Town Plans which are being driven by Neighbourhoods, are focused on local priorities and will make a real difference to the everyday lives of the people of Sandwell.

### Councillor David Hosell Cabinet member – Highways & Environment



Making our roads safer is key for me, reducing the number of accidents particularly involving children is essential and I am proud of the work we are continuing to do to support this. Our award-winning kids courts; the implementation of enforceable 20mph zones to make residential areas and schools safer and the cycle proficiency and pedestrian road safety training delivered in schools will continue to make a real difference in Sandwell. Making our roads of better quality is also essential for me, reducing the numbers of potholes on our roads; carrying out repairs more quickly and supporting regeneration within the borough through the planning and delivery of well managed transport schemes. I am proud of how we keep our streets and environments clean, working positively with our waste partner SERCO to ensure Sandwell residents are proud of the places they live in.

### Councillor Kerrie Carmichael Cabinet member - Housing



Housing is my real passion and delivering new homes for local people is at the top of my list for 2019 onwards. We have a substantial £78m house building programme, which will include building on land we already own and by buying properties off plan from other larger housing developments. It is also my priority to ensure that our existing stock is safe, secure and warm and provides the best environments for our young people growing up in our communities. Sandwell is now facing the issues of homelessness which has also become a national issue and priority. In response, we will be working in partnership with local services and agencies to prevent homelessness and where it does occur, increase the number and quality of temporary accommodation we have available within the borough.

### Councillor Paul Moore Cabinet member – Regeneration & Economic Investment



Driving forward our Regeneration and Inclusive Growth Strategy is pivotal in delivering the economic priorities underpinning Vision 2030 priorities. Driving forward investment; closing gaps in skills and educational attainment; and the delivery of regeneration which benefits the many not the few. We will focus on supporting people, places and productivity by working collaboratively with the West Midlands Combined Authority and Black Country Local Enterprise Partnership to deliver the much-needed housing investment and we will work with national agencies to deliver improvements to Junctions 1 and 2 of the M5 and the much-anticipated Midland Metro extension from Wednesbury to Brierley Hill. We will support our people and improve our places through our continued programme of house building Sandwell, including our own stock as well as working with developers.

### Councillor Elaine Costigan Cabinet member – Public Health & Protection



My top priority is ensuring people feel safe and secure and that we are proactive in tackling crime and anti-social behaviour on our estates. The Neighbourhoods Directorate is critical to delivering this priority through local connections and partnerships, working within local communities to identify and support their resolution. I am passionate about working in partnership to make a real difference and through the work of the Sandwell Locals, Community Safety and ASB teams we have established and productive partnerships with key partners. Supporting victims of domestic violence and ASB is of real importance to me and during the next year we will be looking to achieve the Domestic Abuse Housing Alliance accreditation, which will demonstrate the improvements we are making in this area.

### Councillor Steve Trow Cabinet member- Core Council Services



The delivery of the Workplace Vision project being led by the Neighbourhoods Directorate is critical to enable the Council to become a vibrant, energetic place to work which supports the work-life balance of our diverse range of employees. My portfolio touches on many parts of this exciting project; through the development of new HR policies; the refurbishment and maintenance of our office accommodation and the communication with employees which all support the creation of a better working environment for our employees. The project is really starting to pick up pace now and early January 2019 will see the regeneration & growth team move in to new some newly refurbished accommodation at the council house which demonstrates the essence of workplace vision; clear desk policy; collaborative working spaces and more effective use of our buildings. As a strong advocate of digital transformation, I am supportive of the work being driven by Neighbourhoods for 2019 to provide more of their services online through the MySandwell portal and to digitise access to information. This will transform the way both customers contact us and the way that our employees work, providing them with more flexibility to work out in our estates and communities.

**Councillor Bill Gavan, Cabinet  
Member – Leisure and  
Commonwealth Games**



The new Aquatic Centre for the Commonwealth Games is a fantastic springboard; (pardon the pun), for Sandwell to promote itself on a global stage. As the Cabinet Member for Leisure, I see this as a huge positive and something that will not only give Sandwell a spotlight but will provide a platform to deliver inward investment, create jobs and boost the economy. Our leisure facilities, our parks and greenspaces continue to improve and this year Sandwell Valley Country Park has been voted the best visitor attraction in Sandwell, going forward I want this to become a regional and national or even

## Section 2

**Alison Knight**  
Executive Director –  
Neighbourhoods



The breadth of services within neighbourhoods is what makes it an exciting, challenging and a vital arm of the council. Whether we're dealing with books, bins or bridges our dedicated staff are focussed on offering excellent value for money services with our residents at the heart. Our Directorate has set our key priorities through looking at the challenges and opportunities Sandwell is facing both now and in the coming years. We have an ambitious agenda which is driven by and supports the delivery of the 2030 vision. There are a number of initiatives and programmes being undertaken and led by neighbourhoods that I'm very proud of. A few include:

- The Workplace Vision Programme
- National Customer Service Week
- Neighbourhoods Transformation Programme
- My Employee Panel and employee conferences
- House Building Programme

As well as our many achievements identified in this Plan, we are aware that we face some significant challenges over the course of the next 3 years, but

there are also great opportunities if we work with colleagues in the public, private and community sectors to deliver our ambition of creating a more sustainable and prosperous Sandwell.

A particularly exciting challenge for us is the delivery of the new £60m state-of-the-art Aquatics Centre in Smethwick for the 2022 Commonwealth Games. This is a huge achievement for us and will give us chance to showcase some of the fantastic places and people we have here in Sandwell to an international audience.

The future for Neighbourhoods is very exciting, yet there are big challenges ahead for us and our residents including the implementation of the Homelessness Reduction Act and the impact of the increased use of temporary accommodation and the effects on our residents of the roll out of universal credit. We will be working hard with our colleagues across the council and with partner agencies to support our residents during these difficult times.

This business plan sets out the key strategic things we will deliver within Neighbourhoods in the coming years. It's an ambitious plan but I'm confident we will deliver all this and more.



## Amy Harhoff

Director – Regeneration and Growth



My vision is to create an environment that supports sustainable economic growth and the physical and cultural development of Sandwell. Our collective aim is to make Sandwell a great place to live, work and visit and a place that offers opportunities for everyone to thrive. The work of the regeneration and growth directorate underpins the delivery of the 2030 ambitions and enables Sandwell to grow and develop on a local, regional and national level. We work collaboratively across the directorate and the wider council and statutory and voluntary agencies; recognising that delivering significant projects and positive outcomes involves a joined-up approach and partnership working. Making best use of resources and generating investment and income are intrinsic to our aim. The teams within the directorate combine a range of strategic, enabling, operational and direct service delivery roles to support Sandwell's regeneration and do this with a wealth of experience, commitment and motivation. I am proud of the work we undertake each day to keep the road network moving, deal with planning applications quickly and efficiently, deliver improvements to our stock, ensure our markets are open and productive and keep our accommodation clean, safe and secure. Our performance and customer satisfaction results demonstrate we are performing excellently, particularly in comparison with our peer group. During 2018/19, we have been awarded a Safer Parking Award for 11 of our car parks this year; 92% of the potholes on our roads have been repaired on time; we have delivered 194 units of accommodation; our major planning targets reached 85%; we supported over 700 businesses; we have been recognised as the best authority in the Black Country for winter services and gritting and compared nationally against 28 other authorities, in the National Highways and Transportation Public Satisfaction Survey we achieved top three results in six separate services areas; Public Transport, Walking & Cycling and Road Safety.

But we also offer much more than this and the future direction of the directorate is clearly focused on:

- Developing sustainable communities that support the people living in them
- Enabling the delivery of new homes to meet the needs of local people.
- Contribute to creating a safer and greener Sandwell that

supports people's health and wellbeing.

- Identifying and investing in the infrastructure needed to unlock potential, protect the environment and stimulate business growth
- Support business growth and investment in the local economy, whilst developing a local work force with the skills to fully participate in the future of Sandwell
- Managing the Council's land and commercial property assets to support wealth creation in the local economy and generate income for the council.

We have ambitious strategic programmes to deliver which support the regeneration and growth aspirations of Sandwell and underpin the delivery of the town plans in each of Sandwell's six towns.

- Our aquatics centre development in Smethwick is an example of the delivery of a high quality, sustainable development which will benefit the community for many years to come.
- Through the development of a Commercial Strategy we will manage our internal and commercial property assets better to enable wealth creation in the local economy and generate income for the council.
- Major schemes such as the improvements to Birchley island and junctions 1 and 2 of the M5 will enhance the efficiency and capacity of the road network for all users and support the council's regeneration agenda in relation to highways.
- The development of a major projects pipeline will secure investment and generate revenue by maximising the development opportunities arising from land and property assets and exploit housing, employment, cultural and leisure opportunities within the borough.
- Plans for the regeneration of markets in West Bromwich and the wider town centre will create safe, thriving and attractive retail centres where people want to come to visit, shop, live and work as well as improving the competitiveness of West Bromwich as a major town within the West Midlands.
- We are leading on the delivery of physical 'workplace vision', looking at how we can make better use of our assets whilst giving employees a better work-life balance. There will be huge opportunities to work much more closely and effectively with partners by sharing space and transforming services.
- Our ambitious house building programme provides a balanced mix of accommodation that reflects housing need and market demand in both new and existing communities.

## Alan Caddick

Director – Housing & Communities



Our passion is to improve Sandwell for our young people growing up here and ensuring our residents are happy and healthy in their homes and neighbourhoods.

People who live, work and visit the borough are able to enjoy areas of wonderful green spaces and heritage which are complemented by our fantastic leisure and museum facilities. We will protect and enhance these places so that Sandwell is somewhere that people want to visit and stay. Our award-winning parks and open spaces bring people together to walk, cycle or spend time with family and friends which support the much-needed health and wellbeing aspirations included in our ambitions and 2020 Vision. Our new cultural strategy will seek to develop our cultural assets further, making them accessible to more local people, capture new audiences in our young people and secure our cultural heritage for future generations.

On a day to day basis we operationally deliver 130,000 repairs to Council homes, undertake

over £50m of internal and external refurbishments including day to day repairs to our properties, deal with on average 8,000 reports of anti-social behaviour and make 20 million waste collections.

We will continue to work closely with our communities to encourage families and individuals to build strong, resilient, self-reliant communities with real influence on local decisions, able to do more for themselves which is key especially with ever reducing local authority budgets.

We have many challenges ahead of us particularly in dealing with homelessness, increases in incidents of anti-social behaviour and residents being impacted by financial exclusion. This Plan identifies some of the high-level actions we will be delivering which will address these challenges. But we also have many opportunities to make a difference to the quality of lives of the people of Sandwell every day. Our town plans will demonstrate our commitment to delivering local solutions to address local issues for local people, whilst at the same time taking a strategic and joined up approach across the council and with our partners.



## Section 3

The priorities for the 2019/22 Business Plan reflect and reinforce the priorities set in the previous Plan. We have a clear, strategic direction which is developed and refined each year so that it reflects the priorities of our customers, residents and employees. It is important for us as a directorate to focus on the things that will deliver the biggest positive impact for Sandwell and respond to the most significant issues affecting us on a local, regional and national level.



### Town Plans

The development of Town Plans has been a real priority during 2018, working with our partners and local members as well as consulting with residents and local school pupils to identify the priorities for each of our six unique towns. 2019 will see these plans being implemented and real outcomes start to be delivered. Their focus is driven by the 2030 ambitions and the impact will be felt by local people within each town leading to healthier communities, increased employment opportunities, prevention and response to community issues and positive regeneration of places and communities. These plans will be the focal point of activity within each town and provide a platform for working in partnership across all levels towards a common purpose.



### Regeneration and Inclusive Growth

Our Regeneration and Inclusive Growth Strategy effectively means getting everyone to benefit from the economy to their full potential. It sets out how everyone can contribute to Sandwell's growth and provides the platform for how all parts of the council will work with businesses, colleges, schools and the voluntary and community sector as well as our regional partners in the West Midlands Combined Authority and Black Country Local Enterprise partnership to grow our economy. This means raising our productivity, increasing skills levels of local people, driving innovation and improving infrastructure. The strategy is a catalyst to make a difference to the lives of all people in Sandwell by delivering critical economic, physical and social infrastructure and regeneration priorities. There are some immediate openings to drive investment and consolidate existing propositions but going forward through effective joint working and funding opportunities we can sustain our population growth and retention, close the skills gap, improve educational attainment and secure more inward investment. Promoting the key benefits of Sandwell on a regional and national platform will lead to further opportunities which we will grasp with both hands and deliver on for the people of Sandwell.

### Housing Delivery

We have an ambitious programme for housing delivery over the coming years with plans to deliver approximately 630 units made up of houses, bungalows and flats. This will lead to an increase in the Council's housing stock through building on land it already owns or by buying properties off plan from other larger housing developments. This £78 million project has been designed and procured by the Council's Urban Design and Building Services Team, with the Housing Partnerships Team facilitating and managing the programme that has already delivered 194 units that are now occupied. A further 50 properties will be completed in the early part of 2019 and a further 47 properties are currently under construction. There are a further 261 units currently with approval that will be started during early 2019 and we have a programme for future developments in the coming years. These schemes will help to address the continuing demand for much needed affordable rented homes for our residents across Sandwell.



### Commonwealth Games

The future of leisure provision in Sandwell is looking extremely bright with the announcement of the Commonwealth Games coming to Birmingham in 2022. We are leading on developing a state of the art aquatics centre including an Olympic-sized swimming pool in Smethwick. This project will deliver some real outcomes for the people not only of Smethwick but all of Sandwell which includes the creation of job opportunities, improved transport links, better-quality facilities, improved health and wellbeing of residents as well as leaving a lasting legacy which will benefit Sandwell residents for years to come. Supporting the development of our Cultural and Leisure Strategy, this facility will attract more visitors, more investment and put Sandwell on the map regionally and nationally.





### Workplace Vision

Creating the best possible working environment for our employees is essential going forward. We want our employees to be agile, flexible and engaged, we want to attract new talent, retain our employees and use our office accommodation more effectively, including working with partners. This project will touch the lives of all our employees, facilitating working flexibly, from home and at work with the added advantage of improving productivity, morale, wellbeing and reducing sickness absence. Through workplace vision, we can also potentially relinquish the use of some leased buildings resulting in cost savings from rent and service charges, as well as creating space to allow us to generate income from letting out space in those buildings. A key aim is to reduce the amount of office space we currently occupy which will allow us to manage building repairs and maintenance more efficiently and effectively. We have taken the lead on this as a directorate and have worked with employees to develop the first space which encompasses all the principles of workplace vision. In early 2019, the regeneration and growth directorate will move into their newly refurbished premises and commence both the physical and cultural change required to deliver our workplace vision.



### Housing Review

As well as the work on the transformation programme, we are working with a partner to undertake an external review of our housing management services, with an emphasis on tenancy management. It is a key priority for us to review and reinvigorate our approaches to how we manage council tenancies and how we tackle some of the issues which are of importance to our tenants, including; anti-social behaviour and tenancy related issues. This review has been commissioned to understand the current situation, showcase good practice and identify potential areas for improvement. It is a priority for Housing & Communities to work collaboratively with our partner on this review and deliver agreed improvements thereafter.

### Transformation Programme

As a directorate, we are embarking on an ambitious transformation programme and the Business Change team is driving this forward at a real pace. We are looking to transform the way our services are delivered through system, people and process changes. We are currently working with a transformation partner, on supporting service appraisals and improvement activity in housing and communities, and regeneration and growth. The Business Change team are actively learning and implementing these new approaches and will be the lead for this work going forward. A programme of activity has been developed which will see activity across the whole directorate, with a focus on delivering key projects; increasing customer satisfaction and delivering efficient and effective services.



### Modern Day Slavery

Modern Day Slavery has become one of our major priorities and the directorate is leading on this on behalf of not just the council but Sandwell as a whole. We have made huge progress as an organisation and have been recognised with a national award for our work which has included; the development of a learning and development plan, training of over 600 employees to date and the design of a victim referral pathway document. In response to increasing reports of modern slavery, human trafficking and other forms of exploitation, Sandwell has set up SHOP, a multi-agency partnership to tackle exploitative practices in housing and in the community and is also leading an Anti-Slavery Partnership to support victims through a bespoke pathway out of slavery and exploitation. This will continue to be a major priority and further work including; re-design of the website; commence a community engagement piece of work to raise awareness in various communities; work more closely with the immigration service to tackle potential domestic servitude; and the implementation of virtual budgets to ensure victims are supported immediately.





### The 2017 Homelessness Reduction Act

The Homeless Reduction Act took effect on 3rd April 2018, and represented a significant change to the way the Council tackles homelessness. In summary, the Act places far greater emphasis on the prevention of homelessness, early intervention and for the first time a clear responsibility on the part of those affected to take appropriate actions to help resolve their homelessness. Homelessness both locally and regionally has become a strategic priority for the directorate. Every day homelessness impacts on the lives of individuals and families within Sandwell, as well as placing demands on our services. We have recently restructured the service to place a greater emphasis on prevention and have provided employees with extensive training to ensure we are delivering an effective and efficient service. In addition, there will be a focus on reducing the amount of temporary accommodation and the implementation of the Housing First pilot, which is due to go live in the next financial year. We will also be carrying out a cross cutting review of housing and homelessness which will consider our current approach, how we can improve what we do and create efficiencies. Going forward we will be developing our prevention pathways and exploring further joint working opportunities with voluntary sector organisations and partners. As outcomes, we will be developing a youth hub in conjunction with St Basils with a focus on preventing homelessness in young people and making enhancements to our IT systems to deliver improvements and access to critical information.



### Transforming Local Services

This is a huge opportunity to maximise opportunities within each Town to transform services delivered at a local level to ensure that they are meeting residents' needs within town's as well as providing the shared space where wider community activity can thrive and develop. This project aims to deliver high quality services that local people can easily access. This will involve bringing services from different locations together, meaning that we are able to consolidate our assets, use our resources in a much more efficient manner and improve the way that areas look. This will support the regeneration of the towns by creating places of thriving activity linked to local service delivery. As the local manifestation of vision 2030 the town plans will inform the development and delivery of local services. Our current portfolio of buildings provides us with a local presence and re-evaluating the how, why and when our services are delivered locally will provide future opportunities to agree the future use of Council-owned local assets, ensuring that these are sustainable and that our maintenance liability is reduced through maintaining fewer buildings. Work is underway on phase one of this project, looking at options for Rowley, Tipton and West Bromwich.



### Dealing with the impacts of Welfare Reform

A major priority is dealing with the issues related to the introduction of Welfare Reform. This not only has the potential to significantly undermine our financial stability as a landlord, but place many of our residents under a huge financial strain. We have further concerns about the introduction of universal credit and the potential income reduction this may cause. The impacts of welfare reform are significant, and residents will potentially find it more difficult to manage their household finances, including paying rent, experience difficulties accessing the labour market and become more digitally and financially excluded. During 2019, we will be working closely with the Department for Work and Pensions and co-locating in the four job centre plus locations, working with residents to understand the impacts of universal credit on their personal circumstances and offering advice and support. Our welfare rights team will provide a distinct local presence and continue to work with residents to claim the benefits they are eligible for.



### Digital Transformation

Transforming our services to become digital is high on our priority list. We want our customers to have a better online experience by being able to access more services, report and resolve issues, track progress and find more information. Many of neighbourhood's activities are currently represented on MySandwell, such as reporting a missed bin and fly tipping but very few are available for housing related issues. There is a lot of work to do to achieve this but we have made real progress in digitising our documents, reviewing processes and have commenced work on getting our highest volume transactions available to customers through MySandwell. During 2019, reporting repairs and completing housing application forms will be available, with a programme of other types of housing activities to be delivered.



### Sandwell Valley Business Plan

Our vision for Sandwell Valley is for it to become a local and regionally important visitor attraction, with the potential to become internationally renowned in the future. We want to manage this prize asset as a safe, clean and attractive natural environment that retains its countryside character and celebrates heritage, archaeology and biodiversity. It is important that Sandwell Valley also provides income for the council and that this continues to increase year on year. Therefore, we are exploring the possibilities of further partnership and funding opportunities to create a top-class visitor attraction.

The development of a business plan for the valley will articulate the future vision and what we need to do to deliver this as well as funding requirements.



### Cultural Prospectus

The development of a Cultural Prospectus will allow us to investigate our options for enhancing the cultural offer in Sandwell and ensuring its value and worth is emphasised and developed, in relation to economic regeneration, education, tourism, and sport agendas both in the borough and across the wider West Midlands region. We will be working with a partner to consider the current and future trends in community arts, culture and tourism and develop a more informed view and understanding of the visitor economy. We are looking at a series of 'Big Ideas' – up to seven Big Ideas, each one common across all of our towns but championed in one of our towns, and a unifying Sandwell Big Idea. These Big Ideas are going to help shape Sandwell up to 2030 in line with our Vision 2030. We want to see all our communities represented, everybody comfortable at accessing our cultural spaces, a wide range of partners participating and cultural activity that tells the whole story of Sandwell.

Ambition	Action Taken	Outcomes from Action
<p>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.</p>	<ul style="list-style-type: none"> <li>• The Welfare Rights team maximised our resident's income by £27.5 million against a target of 20 million.</li> <li>• Our markets have provided 300 small family businesses with an opportunity to trade and provide first generation immigrants with an opportunity to be economically self-sufficient</li> <li>• The Midlands Metropolitan Hospital is a site surrounded by some disadvantaged communities with high level of unemployment and ethnically diverse. Social value and community benefits where identified and put into contract as deliverables as part of the NHS Trust partnership with Sandwell and Birmingham LA's , to ensure that local communities and local businesses within Sandwell and West Birmingham benefitted from the development.</li> <li>• All Sandwell Council Let Contracts that are procured and Council Planning obligations have Social Value and Community Benefits written into the contract</li> </ul>	<ul style="list-style-type: none"> <li>• More of our residents were supported to make the appropriate claims for the benefits they are eligible for.</li> <li>• Our markets are a focal point for social interaction, expand shopping choice and deliver positive social value benefits.</li> <li>• The following outcomes where delivered as outcomes under the Principal contractor (Carillion): <ul style="list-style-type: none"> <li>o Supply chain opportunities from both 1st and 2nd Tier 'Meet the Buyer' events to support over 500 local businesses and SME's.</li> <li>o 60 Apprentice opportunities where identified and placed within various areas of trade and administration apprenticeships.</li> <li>o 64 local people found employment on site</li> <li>o In 2018 the following outcomes from council contracts recognised: <ul style="list-style-type: none"> <li>o 25 work experience placements</li> <li>o 41 new and existing apprenticeships</li> <li>o Recruited 2 Graduates or equivalent</li> <li>o 41 engagements with schools and community organisations</li> <li>o 34 job opportunities</li> </ul> </li> </ul> </li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>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.</p>	<ul style="list-style-type: none"> <li>• Delivered a series of initiatives including Kids Court and Operation Top Deck which have supported making our roads safer for both road users and pedestrians.</li> <li>• Implemented 30 km of enforceable 20mph zones to make residential areas and schools safer</li> <li>• We have secured a partnership with LEAP (Local Energy Advice Partnership) – a free energy and income maximisation service that will support our residents with energy advice and assistance with the scheme running until 31st March 2021.</li> <li>• We have worked with the ECO3 scheme on over 100 applications from private sector residents to access grant funding from energy companies to help pay for things like cavity wall insulation, loft insulation and in some cases replacement gas boilers</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a reduction in the number of casualties on our roads year on year.</li> <li>• We have been awarded a Safer Parking Award for 11 of our car parks this year.</li> <li>• Decrease the numbers of our residents who are suffering from fuel poverty</li> <li>• More properties within Sandwell are warmer which supports the more vulnerable to keep healthier.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>• We have recruited 23 apprentices across the Directorate.</li> <li>• Provided 300 work experience placements across various service areas.</li> <li>• As part of the European funded USE-IT! programme Sandwell MBC has worked with Sandwell &amp; West Birmingham Hospital Trust to support over 30 Sandwell residents with overseas health qualifications find work in the NHS and help address the NHS's current skills shortage.</li> </ul>	<ul style="list-style-type: none"> <li>• More young people in Sandwell have had the opportunity for real life work experience</li> <li>• Employment of apprentices is supporting our approaches to succession planning and talent management</li> <li>• More local people are being provided with job opportunities within Sandwell</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>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.</p>	<ul style="list-style-type: none"> <li>• We have delivered £750k of improvements to our school buildings through the School Lifecycle Projects.</li> <li>• Delivered over a £1m of works to our schools to meet health and safety requirements.</li> <li>• Trained 1,300 children in cycling proficiency and our pedestrian road safety training is also used by 46 schools.</li> <li>• We contributed to the Combined Schools Offer which was launched in July 2018 and aims to increase children's resilience and informed decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Our school buildings are fit for purpose to support the learning of our children and young people.</li> <li>• Our children learn essential skills that promote safe travel activity on our roads</li> <li>• Built closer links with our local schools to work in partnership with key issues which affect our young people including homework clubs</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>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.</p>	<ul style="list-style-type: none"> <li>• We have been the lead partner for the delivery of the successful multi-agency community safety project 'Safer 6'.</li> <li>• We have successfully gained funding from the Early Intervention Youth Fund. Sandwell were awarded £175k as part of a regional bid to use on targeted interventions focusing on engagement, diversion and mentoring projects, which will be tailored to individuals and families.</li> <li>• The Safer Sandwell Partnership Police and Crime Board has completed a thorough review and restructure to re-focus our efforts on tasking, prevention of violence and exploitation and reducing organised crime and offending.</li> <li>• Community speed watch initiatives with the police and speed activated signs reduce traffic speed in local neighbourhoods. We are also actively pursuing a joint initiative with the police to introduce average speed enforcement on two principal routes.</li> <li>• Renewal of the Black Country Injunction against Car Cruising which has prevented and reduced the prevalence of dangerous late-night racing events.</li> <li>• Introduction of our first Public Spaces Protection Order in West Bromwich, in August 2018. This is already proving to be invaluable in preventing crime, disorder, abuse and violence in the town centre.</li> <li>• Worked in partnership with the West Bromwich Business Improvement District CIC to develop multi-agency initiatives to</li> </ul>	<ul style="list-style-type: none"> <li>• More support has been provided to young people and families to assist them in dealing with personal issues which may lead to negative behaviours</li> <li>• Residents are more informed about how to keep their homes and communities safe and secure</li> <li>• Reduction of excessive traffic speeds in residential areas and locations with speed related accidents</li> <li>• Developed multi-agency integrated reporting, monitoring and response procedures for addressing antisocial behaviour in West Bromwich town centre.</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>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.</p>	<ul style="list-style-type: none"> <li>Secured funding of £26m for improvements to Birchley Island</li> <li>Promoting bus use by operating CCTV enforcement of a bus lane in West Bromwich and the using mobile CCTV enforcement to prevent parking at bus stops.</li> <li>Operate and enforce red routes along bus showcase corridors, train stations and bus stations to improve traffic flow.</li> <li>Bus stations, rail stations and bus routes are priority locations for winter gritting.</li> <li>12,000 construction activities and events on the public highway each year are managed in consultation with public transport providers.</li> <li>Over a 1000m of cycle routes have been improved</li> </ul>	<ul style="list-style-type: none"> <li>Bus lane contraventions reduced by 90% removing congestion around West Bromwich bus station improving the reliability for many thousands of bus journeys each day.</li> <li>Bus journey times have been improved and the improvement has been maintained through active enforcement.</li> <li>Disruption to bus journeys and access to rail stations is minimised in freezing conditions or snowfall.</li> <li>Diversions and delays to public transport associated with road works and road occupation are minimised</li> </ul>
<p>We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.</p>	<ul style="list-style-type: none"> <li>We have undertaken a refurbishment programme of £28m to improve the external condition of our existing stock and deliver environmental improvements on estates.</li> <li>We have delivered 194 units of accommodation that are now occupied and a further 50 which are under construction.</li> <li>Two new developments have secured Black Country Garden City Accreditation (Doulton Road (188 homes) and the Council House Build Scheme at Oxford Road (93 homes)</li> </ul>	<ul style="list-style-type: none"> <li>The areas where our own stock is located have become more desirable and safe places to live.</li> <li>The continuing demand for affordable rented homes has started to be met.</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.</p>	<ul style="list-style-type: none"> <li>Delivery of successful events programme supporting the attraction of 165,000 visitors to Sandwell Park Farm and Forge Mill Farm.</li> <li>Worked with the Birmingham and Black Country Wildlife Association to identify and develop urban meadows within our towns</li> <li>Retention of the Green Flag Award at 6 of our parks.</li> <li>Undertaken 120 visits to local schools as part of our Education Waste Awareness Programme</li> <li>Delivered the Big Spring Clean project and undertaken in the region of 400 community events collecting over 1000 bags of litter from our estates.</li> <li>Completed the refurbishment of Lightwoods House.</li> <li>We have secured a shop unit in West Bromwich town centre which will be the main base for the 'Blast Festival' which is an arts festival across all 6 towns commencing in May 2019.</li> <li>Used Council markets as gallery space, craft workshops and film opportunities for creative industry students and professional artists to enhance the cultural opportunities in West Bromwich.</li> </ul>	<ul style="list-style-type: none"> <li>Sandwell Valley has been rated the number one attraction of things to do in Sandwell as well as being rated the 14th best out of 110 parks in the West Midlands.</li> <li>Improvement of the quality of the environment in our local communities</li> <li>The work undertaken on Lightwoods House led to us being both a regional and national finalist at the 2018 AABC conservation awards.</li> <li>Our arts offer for the people of Sandwell is responding to community needs and aspirations.</li> </ul>

Ambition	Action Taken	Outcomes from Action
Sandwell has become a location of choice for industries of the future where the local economy and high performing companies continue to grow.	<ul style="list-style-type: none"> <li>Facilitated new industrial and commercial development through the planning process and excellent links to well managed highway networks</li> <li>The Business Growth Team has helped 24 Sandwell Businesses win a total of £3.3m in grants from the Black Country Local Enterprise Partnership's Growing Priority Sectors fund.</li> </ul>	<ul style="list-style-type: none"> <li>Examples are: Aldi distribution centre, Wednesbury, steel and Alloy, Oldbury. Midland Metropolitan Hospital, Smethwick</li> <li>Grants from the Black Country Local Enterprise Partnership are forecast to attract a further £14.5m in private sector match funding and support the creation of 308 new jobs and 46 apprenticeships.</li> </ul>
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.	<ul style="list-style-type: none"> <li>We have been recognised as being the best black country authority for our approach to winter maintenance of our highway network.</li> <li>92% of the potholes on our roads are repaired on time.</li> <li>The data we hold for our road network has been awarded a Gold Award for the second consecutive year</li> <li>We have implemented new IT systems for the response repairs and stores services which are supporting increases in performance in those areas.</li> <li>We have won a prestigious business award for the advice and support we provide to local businesses.</li> <li>We are recognised by the Government as having a robust and thorough approach to dealing with Safety at Sports Grounds.</li> <li>We have consistently exceeded Government targets regarding the time taken to determine planning applications and the Cabinet Office have identified us as best practice due to high performance figures</li> </ul>	<ul style="list-style-type: none"> <li>We continue to provide a well-managed and safe road network which is a key enabler to support economic growth.</li> <li>Our housing repairs service is performing well against our local authority neighbours.</li> <li>Sports grounds within Sandwell are a safe place for local families to attend and enjoy.</li> <li>The local authority has a number of regulatory enforcement and inspection policies that cover the activities required for the safety at sports grounds function.</li> </ul>

Ambition	Action Taken	Outcomes from Action
We want Sandwell residents to be able to find a home locally that meets their needs and allows them to live independently and as part of a community. We will work with developers to deliver 600 new homes in Sandwell and we will ensure that these new homes contribute to meeting known housing need. We will also adapt council housing to provide more 'homes for life'.	<ul style="list-style-type: none"> <li>We have delivered 194 units that are now occupied with a further 50 properties due to be completed earlier in the new year and a further 47 properties are currently under construction.</li> <li>There are 261 units currently with approval that will be started early 2019 and a list of further sites awaiting approval or in initial feasibility stages which will form part of a future programme, which are helping to address the continuing demand for much needed affordable rented homes for our tenants across the borough.</li> <li>In the process of delivering a preventative homelessness service via Housing First to meet requirements of the homelessness reduction act.</li> </ul>	<ul style="list-style-type: none"> <li>Sandwell's New Build Programme currently includes approximately 630 units made up of houses, bungalows and flats that will see the Council boost its housing stock in the next few years by building on land we already own or by buying properties off plan from other larger housing developments. This will support improving the quality and quantity of accommodation available to meet the needs of local people.</li> <li>Increased prevention of homelessness at an early stage.</li> </ul>
We want businesses in Sandwell to be supported to develop, expand and offer local employment opportunities. We will offer a range of support services, including the Business Ambassadors Forum, and facilitating links with education providers, to allow business to grow and flourish.	<ul style="list-style-type: none"> <li>The Business Growth Team has helped 24 Sandwell Businesses win a total of £3.3m in grants from the Black Country Local Enterprise Partnership's Growing Priority Sectors fund.</li> <li>Black Country Transformational GOLD has supported 32 Small and medium size enterprises with grants to bring about transformation and growth.</li> <li>We have supported 191 local businesses through the Advice Investment and Market Development project exceeding our target.</li> </ul>	<ul style="list-style-type: none"> <li>These grants are forecast to attract a further £14.5m in private sector match funding and support the creation of 308 new jobs and 46 apprenticeships.</li> <li>23 jobs have been created from grants to SME companies which is anticipated to create 50 jobs with 23 created so far.</li> <li>Local businesses continue to grow and develop, employing local people and developing the local economy.</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>We want Sandwell to be a vibrant centre of culture and leisure. We will develop and deliver a Cultural Strategy that makes the most of our local heritage. Through our museums, libraries, leisure facilities and our green spaces we will work with partners and the community to provide events and activities that improve health and wellbeing and that offer learning and recreational opportunities.</p>	<ul style="list-style-type: none"> <li>• Via our network of community centres we run 110 sessional activities per week relating to physical activity including fitness, dance, and targeted work with elderly groups.</li> <li>• We provided health information resources in all libraries, including "Books on Prescription". Larger libraries, such as Central and Oldbury have established health zones</li> <li>• Over 1,500 activities aimed at over-60s were delivered in our libraries which were delivered by volunteers, friends and partners.</li> <li>• Groups of elderly residents participate in regular, flexible, well-being groups established at our museums.</li> <li>• Sandwell Libraries marked World Mental Health Day at Oldbury Library, with an open event to raise public awareness of both the day and the services available to Sandwell residents; many of which can be accessed via sessions held within their local libraries.</li> <li>• We have commissioned the development of the cultural strategy and following Cabinet approval work will get underway to deliver this.</li> <li>• We improved over 13,000m of canal towpath improving access for cycling and walking</li> </ul>	<ul style="list-style-type: none"> <li>• Examples are: Aldi distribution centre, Wednesbury, steel and Alloy, Oldbury. Midland Metropolitan Hospital, Smethwick</li> <li>• Grants from the Black Country Local Enterprise Partnership are forecast to attract a further £14.5m in private sector match funding and support the creation of 308 new jobs and 46 apprenticeships.</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>We want Sandwell to be a place to live and work where our community feels safe and secure. We will work with our partners in the Safer Sandwell Partnership, the Police and Crime Commissioner and with our local communities to implement our new Anti-Social Behaviour Policy and make best use of the tools and powers available to us to prevent ASB, support victims and to enforce actions against perpetrators of ASB. We will also work closely with the Sandwell Local teams, revitalising tasking to solve problems earlier and to reduce anti-social behaviour in Sandwell.</p>	<ul style="list-style-type: none"> <li>• We are in the process of undertaking an external review of our approaches to tenancy management and ASB.</li> <li>• The Safer Sandwell Partnership Police and Crime Board has completed a thorough review and restructure to re-focus our efforts on tasking, prevention of violence and exploitation and reducing organised crime and offending.</li> <li>• The Prevent team has expanded and refocused its work to engage local communities in raising awareness of safeguarding issues and has begun training of school safeguarding champions.</li> <li>• The ASB team have renewed the Black Country Injunction against Car Cruising which has prevented and reduced the prevalence of dangerous late-night racing events.</li> <li>• West Bromwich Town Centre is the location for Sandwell's first Public Spaces Protection Order, which was introduced from August 2018 for a period of 3 years.</li> <li>• The new Anti-Social Behaviour Policy has been implemented and is the focus of how cases are managed and monitored.</li> <li>• Highway enforcement and interventions to mitigate ASB issues such as illegal and inconsiderate parking, contravention of traffic regulations and speeding through residential neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a 19% reduction in the number of ASB cases that have been logged since 2016/17.</li> <li>• Reduction in numbers of car cruising – awaiting info</li> <li>• The introduction of the Public Spaces Protection Order in West Bromwich is already supporting a reduction in crime, disorder, abuse and violence in the town centre.</li> <li>• Safer roads through town centres, around schools and through vulnerable residential areas</li> </ul>

Ambition	Action Taken	Outcomes from Action
<p>We will work with colleagues across the Council and with partners to enhance community development and empowerment through delivery of Town Plans that will celebrate the diversity and uniqueness of our six towns.</p>	<ul style="list-style-type: none"> <li>We have brought together partners to share and understand each other's work at Town level.</li> <li>We have conducted engagement with young people through school sessions and our Aspire research</li> <li>Began the implementation of new Town Tasking that will bring partners together at Town level focused around the safety priority</li> <li>Created capacity for a different way of working at a local level by creating new roles of Town Cabinet Lead Member, and Director Town Leads, and by redefining roles and upskilling staff.</li> </ul>	<ul style="list-style-type: none"> <li>More effective communication across partners within towns to work effectively on issues pertinent to local communities.</li> <li>Faster resolution to issues impacting on the lives of local people.</li> </ul>
<p>We want Sandwell to attract new and growing businesses. We will work closely with the West Midlands Combined Authority and the Black Country Local Enterprise Partnership to attract funding to support land remediation.</p>	<ul style="list-style-type: none"> <li>We have supported 191 businesses through the AIM Project</li> <li>We have secured funding from the Black Country Local Enterprise Partnership to remediate sites with a view to delivering residential development</li> </ul>	<ul style="list-style-type: none"> <li>Helped new business to develop and to become sustainable.</li> </ul>
<p>We will continue to improve our response to the prevention of terrorism, extremism and radicalisation in Sandwell. We will ensure employees are aware of their safeguarding responsibilities and work with partners and local communities on education programmes focused on identification and prevention.</p>	<ul style="list-style-type: none"> <li>The Prevent team has expanded and refocused its work to engage local communities in raising awareness of safeguarding issues and has begun training of school safeguarding champions.</li> <li>Successful work with community partners has taken place to attract new resources to Sandwell, working closely with our VCS partners to support the borough's work to tackle issues such as violence, supporting new migrants, digital inclusion, etc.</li> <li>We are actively managing the Prevent service, the Prevent Delivery Group, Channel, and the Contest Board.</li> </ul>	<ul style="list-style-type: none"> <li>Successful work with community partners has taken place and attracted new resources to Sandwell, working closely with our VCS partners to support the borough's work to tackle issues such as violence, supporting new migrants and digital inclusion.</li> <li>Finalist at the Association for Public Service Excellence Awards for our work on modern day slavery.</li> </ul>



## Section 4: Whole Budget 2019/2022

### Neighbourhoods

**Executive Director:**

Alison Knight

**Director:**

Alan Caddick, Amy Harhoff

**Divisional Context:**

This Directorate consists of two areas; Housing and Communities and Regeneration and Growth. Both areas have direct synergies and complement each other in a way that delivers excellent services that improve the quality of lives of residents in Sandwell. The services touch on all elements of the lives of people in Sandwell, and improve the environment through the collection of bins, management of housing estates, caretaking and cleaning and upkeep of our green spaces and parks. Our residents make use of our leisure, cultural and shopping facilities that we have developed and manage. We support local businesses and create opportunities for access to employment and training. Working with the Combined Authority and Local Enterprise Partnership we also deliver major programmes that improve our transport network to ensure people keep moving and help to regenerate the local area. Housing is a major feature of our Directorate, in supporting the building of our own new accommodation and working with developers, also delivering a range of housing related services including homelessness, rent collection, anti-social behaviour and estate management. The services we provide ensure that our houses, estates and communities are safe, secure and clean.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Growth & Spatial Planning	2,353	1,844	1,807	1,800
Development Planning & Building Control	712	538	351	320
Strategic Assets & Land Service	5,577	3,810	3,340	3,344
Highways Services	15,277	14,804	14,505	14,704
Regeneration & Growth Management	578	891	1,634	1,801
Housing Management	3,218	3,140	2,899	2,870
Tourism, Culture & Leisure	9,828	10,103	10,040	10,069
Commercial Services	4,301	3,941	3,947	3,769
Business Excellence	1,340	1,422	1,553	1,636
<b>* Total Net Target Budget:</b>	<b>43,184</b>	<b>40,493</b>	<b>40,076</b>	<b>40,313</b>
<b>* Staffing Levels:</b>	<b>963</b>	<b>950</b>	<b>948</b>	<b>936</b>
<b>* Total Full Time Equivalents</b>	<b>780</b>	<b>770</b>	<b>767</b>	<b>755</b>

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.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	27,140	28,511	28,486	28,488
Premises	13,711	13,964	14,186	14,563
Transport	2,338	2,364	2,445	2,331
Supplies & Services	22,979	20,082	20,618	21,289
Third Party	4,276	4,432	4,475	4,475
Transfer Payments	1	1	1	1
Capital Charges	15,916	15,713	15,712	15,712
<b>Total Gross Expenditure</b>	<b>86,361</b>	<b>85,067</b>	<b>85,923</b>	<b>86,859</b>
<b>INCOME:-</b>				
Specific Grants	2,822	2,304	2,305	2,305
Partner Contributions	1,562	1,349	1,361	1,372
Fees & Charges	21,519	23,071	24,156	24,667
Charges to Other Council Areas	8,207	8,469	8,550	8,632
Other	9,067	9,381	9,475	9,570
<b>Total Income</b>	<b>43,177</b>	<b>44,574</b>	<b>45,847</b>	<b>46,546</b>
<b>Net Target Budget</b>	<b>43,184</b>	<b>40,493</b>	<b>40,076</b>	<b>40,313</b>

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.

## Neighbourhoods Growth & Spatial Planning

**Manager:**  
Tammy Stokes

**Divisional Context:**  
This includes regeneration, strategic policy, transportation, housing and partnerships.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,117	2,013	2,013	2,013
Premises	0	0	0	0
Transport	10	10	10	10
Supplies & Services	1,234	750	757	764
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	96	0	0	0
<b>Total Gross Expenditure</b>	<b>3,457</b>	<b>2,773</b>	<b>2,780</b>	<b>2,787</b>
<b>INCOME:-</b>				
Specific Grants	202	0	0	0
Partner Contributions	338	338	345	352
Fees & Charges	18	65	97	99
Charges to Other Council Areas	73	0	0	0
Other	473	526	531	536
<b>Total Income</b>	<b>1,104</b>	<b>929</b>	<b>973</b>	<b>987</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>2,353</b>	<b>1,844</b>	<b>1,807</b>	<b>1,800</b>
Staffing Levels: (1)	48	44	44	44
<b>Total Full Time Equivalent (1)</b>	<b>45</b>	<b>41</b>	<b>41</b>	<b>41</b>

## Neighbourhoods Development Planning & Building Control

**Manager:**  
John Baker

**Divisional Context:**  
This includes development management, building consultancy, systems and services and land charges.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	1,989	1,949	1,792	1,792
Premises	2	2	2	2
Transport	10	10	10	10
Supplies & Services	277	249	251	253
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	3	2	3	3
<b>Total Gross Expenditure</b>	<b>2,281</b>	<b>2,212</b>	<b>2,058</b>	<b>2,060</b>
<b>INCOME:-</b>				
Specific Grants	28	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,445	1,577	1,609	1,641
Charges to Other Council Areas	0	0	0	0
Other	96	97	98	99
<b>Total Income</b>	<b>1,569</b>	<b>1,674</b>	<b>1,707</b>	<b>1,740</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>712</b>	<b>538</b>	<b>351</b>	<b>320</b>
Staffing Levels: (1)	54	49	49	49
<b>Total Full Time Equivalent (1)</b>	<b>48</b>	<b>44</b>	<b>43</b>	<b>43</b>

## Neighbourhoods Strategic Assets & Land Service

**Manager:**  
David Harris

### Divisional Context:

This includes asset management, facilities management, urban design and building services, development and commercial property and markets.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	6,182	6,443	6,442	6,443
Premises	10,142	10,371	10,550	10,833
Transport	49	49	49	49
Supplies & Services	5,336	3,898	3,947	3,985
Third Party	20	20	20	20
Transfer Payments	1	1	1	1
Capital Charges	1,508	1,508	1,508	1,508
<b>Total Gross Expenditure</b>	<b>23,238</b>	<b>22,290</b>	<b>22,517</b>	<b>22,839</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	135	135	138	140
Fees & Charges	11,433	12,019	12,650	12,902
Charges to Other Council Areas	0	0	0	0
Other	6,093	6,326	6,389	6,453
<b>Total Income</b>	<b>17,661</b>	<b>18,480</b>	<b>19,177</b>	<b>19,495</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>5,577</b>	<b>3,810</b>	<b>3,340</b>	<b>3,344</b>
Staffing Levels: (1)	204	206	206	206
Total Full Time Equivalent (1)	165	164	164	164

## Neighbourhoods Highways Services

**Manager:**  
Robin Weare

### Divisional Context:

This includes car parking, flood protection, highways maintenance, road casualty reduction, highways planning and development, engineers and highways consultancy and traffic management and road safety.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,719	3,003	3,003	3,003
Premises	773	786	803	820
Transport	178	179	181	183
Supplies & Services	9,524	9,183	9,117	9,439
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	8,535	8,694	8,693	8,693
<b>Total Gross Expenditure</b>	<b>21,729</b>	<b>21,845</b>	<b>21,797</b>	<b>22,138</b>
<b>INCOME:-</b>				
Specific Grants	39	39	39	39
Partner Contributions	15	15	15	16
Fees & Charges	3,993	4,555	4,781	4,897
Charges to Other Council Areas	0	0	0	0
Other	2,405	2,432	2,457	2,482
<b>Total Income</b>	<b>6,452</b>	<b>7,041</b>	<b>7,292</b>	<b>7,434</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>15,277</b>	<b>14,804</b>	<b>14,505</b>	<b>14,704</b>
Staffing Levels: (1)	110	115	115	115
Total Full Time Equivalent (1)	74	78	78	78

## Neighbourhoods

### Regeneration & Growth - Management

**Director:**

Amy Harhoff

**Divisional Context:**

This relates to budgets directly controlled by the Regeneration & Growth director including the contribution to the Black Country Consortium

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	244	395	396	396
Premises	0	0	0	0
Transport	0	0	0	0
Supplies & Services	408	575	1,319	1,487
Third Party	10	10	10	10
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>662</b>	<b>980</b>	<b>1,725</b>	<b>1,893</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	84	89	91	92
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
<b>Total Income</b>	<b>84</b>	<b>89</b>	<b>91</b>	<b>92</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>578</b>	<b>891</b>	<b>1,634</b>	<b>1,801</b>
Staffing Levels: (1)	3	5	5	5
Total Full Time Equivalent (1)	3	5	5	5

## Neighbourhoods

### Housing Management

**Manager:**

Nigel Collumbell

**Divisional Context:**

This includes the development of relationships with the voluntary and community sector especially linked to community centres. The service includes community safety, Prevent, emergency planning with contributions to CCTV and ASB. This service provides homelessness support and manages traveller sites, council garages and locality working in the borough. This unit includes the provision of welfare advice administered by the Welfare Rights team.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	3,642	3,430	3,463	3,463
Premises	1,361	1,322	1,334	1,346
Transport	23	23	23	23
Supplies & Services	2,362	2,123	1,870	1,861
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	309	294	294	294
<b>Total Gross Expenditure</b>	<b>7,697</b>	<b>7,192</b>	<b>6,984</b>	<b>6,987</b>
<b>INCOME:-</b>				
Specific Grants	1,333	1,057	1,058	1,058
Partner Contributions	957	739	739	739
Fees & Charges	934	974	994	1,013
Charges to Other Council Areas	1,255	1,282	1,294	1,307
Other	0	0	0	0
<b>Total Income</b>	<b>4,479</b>	<b>4,052</b>	<b>4,085</b>	<b>4,117</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>3,218</b>	<b>3,140</b>	<b>2,899</b>	<b>2,870</b>
Staffing Levels: (1)	109	106	104	92
Total Full Time Equivalent (1)	98	96	94	82

## Neighbourhoods

### Tourism, Culture & Leisure

Manager:

TBA

#### Divisional Context:

This includes the libraries and archives service, museums and arts, PE & Sports including the contractual payments to Sandwell Leisure Trust and Places Leisure. It also includes Sandwell Valley and Shows & Events.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	3,508	4,352	4,370	4,371
Premises	953	989	997	1,044
Transport	55	55	56	56
Supplies & Services	2,020	1,760	1,732	1,765
Third Party	4,246	4,402	4,445	4,445
Transfer Payments	0	0	0	0
Capital Charges	2,414	2,304	2,304	2,304
<b>Total Gross Expenditure</b>	<b>13,196</b>	<b>13,862</b>	<b>13,904</b>	<b>13,985</b>
<b>INCOME:-</b>				
Specific Grants	1,220	1,208	1,208	1,208
Partner Contributions	33	33	33	33
Fees & Charges	1,573	1,675	1,775	1,821
Charges to Other Council Areas	542	843	848	854
Other	0	0	0	0
<b>Total Income</b>	<b>3,368</b>	<b>3,759</b>	<b>3,864</b>	<b>3,916</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>9,828</b>	<b>10,103</b>	<b>10,040</b>	<b>10,069</b>
Staffing Levels: (1)	202	197	197	197
Total Full Time Equivalent (1)	142	138	138	138

## Neighbourhoods

### Commercial Services

Manager:

Max Cookson

#### Divisional Context:

This service maintains the public parks and green spaces including prestige sites such as Dartmouth Park. It delivers the grounds maintenance service for the borough and includes the centralised costs of the fleet service for the council. It includes the client side monitoring of the waste contract with Serco.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	4,644	4,737	4,781	4,781
Premises	405	419	424	442
Transport	2,011	2,036	2,114	1,998
Supplies & Services	1,354	960	929	938
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	2,657	2,535	2,534	2,534
<b>Total Gross Expenditure</b>	<b>11,071</b>	<b>10,687</b>	<b>10,782</b>	<b>10,693</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	2,003	2,084	2,125	2,167
Charges to Other Council Areas	4,767	4,662	4,710	4,757
Other	0	0	0	0
<b>Total Income</b>	<b>6,770</b>	<b>6,746</b>	<b>6,835</b>	<b>6,924</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>4,301</b>	<b>3,941</b>	<b>3,947</b>	<b>3,769</b>
Staffing Levels: (1)	154	152	152	152
Total Full Time Equivalent (1)	141	139	139	139

## Neighbourhoods Business Excellence

Manager:  
Nicky Denston

### Divisional Context:

This includes the corporate contact centre and the provision of the One Stop Shop reception service at Oldbury. It includes the local managed town grants and Homes & Communities director managed budgets.

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,095	2,189	2,226	2,226
Premises	75	75	76	76
Transport	2	2	2	2
Supplies & Services	464	584	696	797
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	394	376	376	376
<b>Total Gross Expenditure</b>	<b>3,030</b>	<b>3,226</b>	<b>3,376</b>	<b>3,477</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	120	122	125	127
Charges to Other Council Areas	1,570	1,682	1,698	1,714
Other	0	0	0	0
<b>Total Income</b>	<b>1,690</b>	<b>1,804</b>	<b>1,823</b>	<b>1,841</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>1,340</b>	<b>1,422</b>	<b>1,553</b>	<b>1,636</b>
Staffing Levels: (1)	79	76	76	76
Total Full Time Equivalent (1)	65	66	66	66

## Neighbourhoods Total Neighbourhoods

Neighbourhoods	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	27,140	28,511	28,486	28,488
Premises	13,711	13,964	14,186	14,563
Transport	2,338	2,364	2,445	2,331
Supplies & Services	22,979	20,082	20,618	21,289
Third Party	4,276	4,432	4,475	4,475
Transfer Payments	1	1	1	1
Capital Charges	15,916	15,713	15,712	15,712
<b>Total Gross Expenditure</b>	<b>86,361</b>	<b>85,067</b>	<b>85,923</b>	<b>86,859</b>
<b>INCOME:-</b>				
Specific Grants	2,822	2,304	2,305	2,305
Partner Contributions	1,562	1,349	1,361	1,372
Fees & Charges	21,519	23,071	24,156	24,667
Charges to Other Council Areas	8,207	8,469	8,550	8,632
Other	9,067	9,381	9,475	9,570
<b>Total Income</b>	<b>43,177</b>	<b>44,574</b>	<b>45,847</b>	<b>46,546</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>43,184</b>	<b>40,493</b>	<b>40,076</b>	<b>40,313</b>
Staffing Levels: (1)	963	950	948	936
Total Full Time Equivalent (1)	780	770	767	755

## Section 4: Whole Budget 2019/2022

### Housing Revenue Account (HRA)

**Director:**

Alan Caddick

**Divisional Context:**

The HRA is split into 8 distinct areas, with the main operational costs being split between 4 service managers that have a HRA and General Fund split. All costs and income relating to the provision of HRA services are contained within these 8 areas

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Asset Management & Maintenance	31,647	34,855	35,202	35,737
Business Excellence	3,370	3,405	3,432	3,460
Commercial Services	4,086	4,187	4,216	4,245
Corporate HRA	18,406	19,727	19,735	19,742
Housing Management	9,284	10,274	10,410	10,547
PFI	(928)	(245)	(8)	247
Rents & Other Charges	(112,796)	(110,870)	(111,982)	(112,765)
SLA	6,952	7,127	7,127	7,127
<b>* Total Net Target Budget:</b>	<b>(39,979)</b>	<b>(31,540)</b>	<b>(31,868)</b>	<b>(31,660)</b>
<b>* Staffing Levels:</b>	<b>889</b>	<b>897</b>	<b>897</b>	<b>897</b>
<b>* Total Full Time Equivalents</b>	<b>824</b>	<b>842</b>	<b>842</b>	<b>842</b>

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.

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	32,563	36,145	36,806	37,472
Premises	2,617	2,527	2,527	2,527
Transport	2,103	2,141	2,141	2,141
Supplies & Services	39,189	40,787	41,069	41,544
Third Party	498	498	503	508
Transfer Payments	0	0	0	0
Capital Charges	14,184	15,495	15,495	15,495
<b>Total Gross Expenditure</b>	<b>91,154</b>	<b>97,593</b>	<b>98,541</b>	<b>99,687</b>
<b>INCOME:-</b>				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	124,479	122,479	123,736	124,655
Charges to Other Council Areas	941	941	960	979
Other	0	0	0	0
<b>Total Income</b>	<b>131,133</b>	<b>129,133</b>	<b>130,409</b>	<b>131,347</b>
<b>Net Target Budget</b>	<b>(39,979)</b>	<b>(31,540)</b>	<b>(31,868)</b>	<b>(31,660)</b>

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.

## Housing Revenue Account (HRA) Asset Management & Maintenance

Manager:  
Steve Greenhouse

### Divisional Context:

This service area is responsible for the repairs of and maintenance of the housing stock, along with the ongoing improvements associated with the capital programme

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	16,955	19,590	19,984	20,381
Premises	1,497	1,497	1,497	1,497
Transport	1,914	1,950	1,950	1,950
Supplies & Services	13,749	14,286	14,286	14,471
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>34,115</b>	<b>37,323</b>	<b>37,717</b>	<b>38,299</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	2,057	2,057	2,096	2,135
Charges to Other Council Areas	411	411	419	427
Other	0	0	0	0
<b>Total Income</b>	<b>2,468</b>	<b>2,468</b>	<b>2,515</b>	<b>2,562</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>31,647</b>	<b>34,855</b>	<b>35,202</b>	<b>35,737</b>
Staffing Levels: (1)	461	491	491	491
<b>Total Full Time Equivalent (1)</b>	<b>455</b>	<b>475</b>	<b>475</b>	<b>475</b>

## Housing Revenue Account (HRA) Business Excellence

Manager:  
Nicky Denston

### Divisional Context:

This service provides support to the HRA for strategic development, performance monitoring & customer contact

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	1,447	1,374	1,401	1,429
Premises	0	0	0	0
Transport	4	4	4	4
Supplies & Services	1,919	2,027	2,027	2,027
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>3,370</b>	<b>3,405</b>	<b>3,432</b>	<b>3,460</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>3,370</b>	<b>3,405</b>	<b>3,432</b>	<b>3,460</b>
Staffing Levels: (1)	36	24	24	24
<b>Total Full Time Equivalent (1)</b>	<b>34</b>	<b>23</b>	<b>23</b>	<b>23</b>



## Housing Revenue Account (HRA)

### Commercial Services

**Manager:**

Max Cookson

**Divisional Context:**

This service looks after the cleaning of high rise blocks, along with the grounds maintenance on HRA services

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	2,530	2,651	2,704	2,758
Premises	165	75	75	75
Transport	148	150	150	150
Supplies & Services	2,424	2,522	2,522	2,522
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>5,267</b>	<b>5,398</b>	<b>5,451</b>	<b>5,505</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,178	1,208	1,232	1,257
Charges to Other Council Areas	3	3	3	3
Other	0	0	0	0
<b>Total Income</b>	<b>1,181</b>	<b>1,211</b>	<b>1,235</b>	<b>1,260</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>4,086</b>	<b>4,187</b>	<b>4,216</b>	<b>4,245</b>
Staffing Levels: (1)	110	111	111	111
Total Full Time Equivalent (1)	96	96	96	96

## Housing Revenue Account (HRA)

### Corporate HRA

**Manager:**

Darren Carter

**Divisional Context:**

This includes non operational costs such as capital financing charges & pension liabilities

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	3,612	3,622	3,630	3,637
Premises	125	125	125	125
Transport	2	2	2	2
Supplies & Services	490	490	490	490
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	14,184	15,495	15,495	15,495
<b>Total Gross Expenditure</b>	<b>18,413</b>	<b>19,734</b>	<b>19,742</b>	<b>19,749</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	7	7	7	7
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
<b>Total Income</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>18,406</b>	<b>19,727</b>	<b>19,735</b>	<b>19,742</b>
Staffing Levels: (1)	3	3	3	3
Total Full Time Equivalent (1)	2	2	2	2

## Housing Revenue Account (HRA)

### Housing Management

**Manager:**

Nigel Collumbell

**Divisional Context:**

This service is responsible for the management of local offices and letting of the Housing stock. It also includes income management services along with ASB & CCTV.

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	7,625	8,494	8,664	8,836
Premises	522	522	522	522
Transport	33	33	33	33
Supplies & Services	2,489	2,635	2,635	2,635
Third Party	498	498	503	508
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>11,167</b>	<b>12,182</b>	<b>12,357</b>	<b>12,534</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,356	1,381	1,409	1,438
Charges to Other Council Areas	527	527	538	549
Other	0	0	0	0
<b>Total Income</b>	<b>1,883</b>	<b>1,908</b>	<b>1,947</b>	<b>1,987</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>9,284</b>	<b>10,274</b>	<b>10,410</b>	<b>10,547</b>
Staffing Levels: (1)	268	257	257	257
Total Full Time Equivalent (1)	226	235	235	235

## Housing Revenue Account (HRA)

### PFI

**Manager:**

Trevor Fields

**Divisional Context:**

The management of the PFI stock is carried out by Riverside, with the contract running until 2031. The unitary fee is payable from here, along with the grant received from Central Government

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	58	59	61	62
Premises	53	53	53	53
Transport	1	1	1	1
Supplies & Services	9,012	9,546	9,828	10,118
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>9,124</b>	<b>9,659</b>	<b>9,943</b>	<b>10,234</b>
<b>INCOME:-</b>				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	4,339	4,191	4,238	4,274
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
<b>Total Income</b>	<b>10,052</b>	<b>9,904</b>	<b>9,951</b>	<b>9,987</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>(928)</b>	<b>(245)</b>	<b>(8)</b>	<b>247</b>
Staffing Levels: (1)	1	1	1	1
Total Full Time Equivalent (1)	1	1	1	1

## Housing Revenue Account (HRA)

### Rents & Other Charges

**Manager:**

Darren Carter

**Divisional Context:**

This includes rental income from council properties and expenditure mainly relates to a provision for bad debts

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	336	355	362	369
Premises	255	255	255	255
Transport	1	1	1	1
Supplies & Services	2,154	2,154	2,154	2,154
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>2,746</b>	<b>2,765</b>	<b>2,772</b>	<b>2,779</b>
<b>INCOME:-</b>				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	115,542	113,635	114,754	115,544
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
<b>Total Income</b>	<b>115,542</b>	<b>113,635</b>	<b>114,754</b>	<b>115,544</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>(112,796)</b>	<b>(110,870)</b>	<b>(111,982)</b>	<b>(112,765)</b>
Staffing Levels: (1)	10	10	10	10
<b>Total Full Time Equivalent (1)</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Housing Revenue Account (HRA)

### SLA

**Manager:**

Darren Carter

**Divisional Context:**

This is budgets for agreed internal support towards the HRA including ICT, Finance & HR

(HRA)	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies & Services	6,952	7,127	7,127	7,127
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
<b>Total Gross Expenditure</b>	<b>6,952</b>	<b>7,127</b>	<b>7,127</b>	<b>7,127</b>
<b>INCOME:-</b>				
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
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>6,952</b>	<b>7,127</b>	<b>7,127</b>	<b>7,127</b>
Staffing Levels: (1)	0	0	0	0
<b>Total Full Time Equivalent (1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Housing Revenue Account (HRA)

Total HRA	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	32,563	36,145	36,806	37,472
Premises	2,617	2,527	2,527	2,527
Transport	2,103	2,141	2,141	2,141
Supplies & Services	39,189	40,787	41,069	41,544
Third Party	498	498	503	508
Transfer Payments	0	0	0	0
Capital Charges	14,184	15,495	15,495	15,495
<b>Total Gross Expenditure</b>	<b>91,154</b>	<b>97,593</b>	<b>98,541</b>	<b>99,687</b>
<b>INCOME:-</b>				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	124,479	122,479	123,736	124,655
Charges to Other Council Areas	941	941	960	979
Other	0	0	0	0
<b>Total Income</b>	<b>131,133</b>	<b>129,133</b>	<b>130,409</b>	<b>131,347</b>
<b>Net Expenditure - GRAND TOTAL (1)</b>	<b>(39,979)</b>	<b>(31,540)</b>	<b>(31,868)</b>	<b>(31,660)</b>
Staffing Levels: (1)	889	897	897	897
Total Full Time Equivalent (1)	824	842	842	842

# 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.



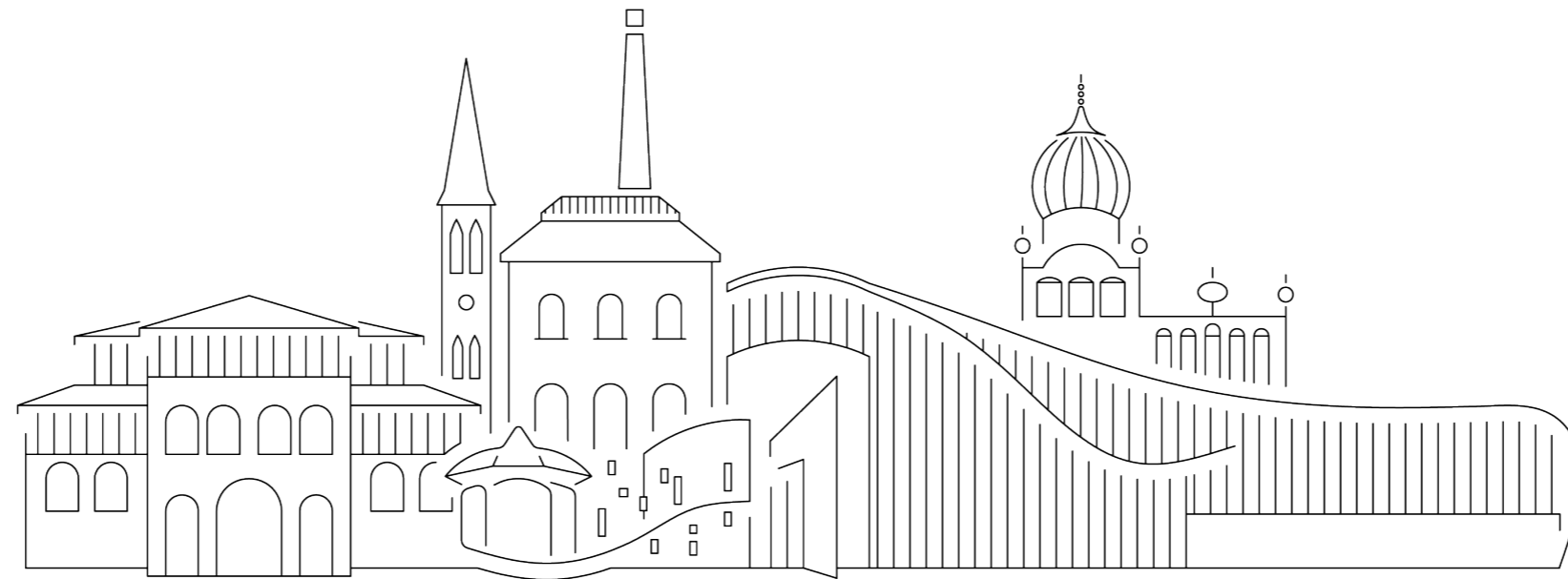


[www.sandwell.gov.uk/vision2030](http://www.sandwell.gov.uk/vision2030)



# Resources 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

# What is the Resources Directorate?

The Resources Directorate plays a crucial role in running the business of Sandwell Council. This includes providing effective governance of our legal and democratic processes and the management of all our resources including the 4,500 people we employ and the £700 million we collect and spend every year delivering services to the people of Sandwell.

A key part of this role is helping members and the Management Board to plan ahead. We assist in the development of the key strategic documents that will drive the work of the council, including the Sandwell 2030 Vision and the council's budget strategy.

We also have a key role to play in supporting the delivery of key frontline services by our colleagues in the rest of the council.

**Councillor Steve Trow**  
Cabinet Member for Culture  
and Core Council Services



Welcome to the council's engine room! The council's core services are all about helping the organisation to move forward, keeping focused on what the people of Sandwell want.

We strive to make a difference and we do this through insisting on and supporting efficiency and constant improvement. We ensure the books balance, that our employees are developed and supported to do the best job and that when times are challenging, we focus our energy on the areas in need.

We are committed to the council's values of Trust, Unity and Progress and to delivering Vision 2030 with our partners in the community. I'm very proud of the strides we made last year to engage in a meaningful way with our community and strategic partners providing us with firm foundations to build on our aspirations. This coming year, the Resources Directorate will continue to develop those important relationships and in doing so, drive the vision forward into its important delivery phase.

## Section 2

**Darren Carter**  
Executive Director – Resources



This is the second edition of the new-style Business Plan for Resources. I hope you like it and I hope it helps to explain in simple terms what Resources is about and what we aim to do in 2019.

Looking back, 2018 feels like a year of consolidation for Sandwell Council as we put in place the building blocks required to take forward our 2030 Vision; and to respond to the recommendations of the LGA peer review team who visited us in January.

The visit of the LGA peer review team in January came at just the right time for the council, allowing us to showcase some of the great things we've achieved as well as dispelling some of the negative myths that have surrounded us in recent years.

The LGA team are due back next year and we look forward to the opportunity to tell them about the progress we've already made since their last visit; as well as our plans for the future.

The launch of the 2030 Vision in Autumn 2017 was a hugely important piece of work for Sandwell.

However, there is always a danger that visions like these become just words on a dusty file stuck on a shelf somewhere. That is not going to happen in Sandwell. So, we've spent much of this year talking to people about the vision; what it means for them and gathering ideas for what we need to do to make it a reality. The level of energy we've seen has been far more important than words; and shows that Sandwell's vision is not about words – it's about engaging with people so we can make Sandwell the place we want it to be, building on the strengths we already have.

I reckon our vision work can be broken down into 3 phases.

- The first phase was setting out our vision for the future.
- The second was about engagement.
- The third phase, the one we are about to enter, is the delivery phase. In many ways this is the toughest phase, especially at a time of shrinking resources and huge uncertainties. So, let's get creative and make 2019 the year when we start to make real progress on delivering the 2030 vision.



## Surjit Tour

Director of Law and Governance & Monitoring Officer

The Law and Governance Directorate operates at the heart of the council providing essential business support services critical to enabling the council to achieve its ambitious outcomes and priorities.

The Directorate provides a wide range of professional services including

- Strong governance advice and support;
- Strategic and corporate advice and guidance to Elected Members, chief officers and others on the interpretation and application of the Council's Constitution, and governance arrangements;
- Committee Administration - overseeing and managing the Council's key decision-making functions;
- Support to the Council's Scrutiny Function;
- Assisting Elected Members succeed in their varied roles, particularly through a bespoke Member Development Programme;
- Promoting the Civic Mayor role, function and events such as Annual Council, Freedom of the Borough and Honorary Alderman/women awards, Remembrance Sunday and associated events;
- Delivery of successful elections and the publication of the Electoral Roll annually;
- Delivery of first rate bereavement registration and coronial services; and
- Provision of expert legal advice on a wide range of matters and on significant projects within the borough.

The Directorate's key strategic drivers for the forthcoming years are summarised as follows:

- To play a pivotal role assisting the deliver its ambitious borough-wide 2030 Vision;
- To provide front-line and in-house services that:
  - o Provide strong leadership and strategic direction to individual services and the Council overall;
  - o provide sound judgement, advice and assistance to enable effective strategic decision and policy making;
  - o ensure all statutory roles and functions are discharged effectively;
  - o deliver high quality, value for money services;
  - o adopt innovative and smarter working practices;
  - o promote and embed good practice and standards; and



- o embed a healthy professional work ethic.
- (iii) To ensure all available resources are effectively aligned to address the short and medium-term business need;
- (iv) To provide effective and efficient professional services through a highly skilled, competent and agile workforce;
- (v) To grasp all the opportunities arising from Vision 2030; and
- (vi) To embed strong business and sound financial management principles.

Achievements:

- Successfully dealt with a number of profile standard complaints against Members
- 177 Committee meetings serviced
- Over 1,000 school admission appeals administered
- 350 mayoral events managed, arranged and/or supported – including borough-wide 100 years Commemoration of the First World War
- Recognition from the Lord Lieutenant, Mr. John Crabtree OBE and Sylvia Parkin, Deputy Lord Lieutenant, of the work done by Civic and Member Services
- Developed and introduced a new Member Development Programme
- Successful delivery of Local Election in May 2018 and publication of the Electoral Register on 1 December 2018
- Leader on the Resomation initiative
- Lead council for the Association of Black Country Authorities (ABCA)
- Green flag accreditation for cemeteries and crematoria
- ICCM Gold Standard for bereavement relates services
- ICCM Silver award for cemetery of the year
- Amongst the top performing jurisdictions for coronial inquest times
- Dealt with over 100% increase in childcare cases
- Legal Services – recipient of the West Midlands Police Chief Constable Team Award for work in relation to 'Prevention and Intervention Strategy re: Unauthorised Encampments'
- Successfully obtained injunctions against travelers (with West Midlands Police)
- Legal Services – Finalists for LGC 'Best Project' Award 2018 (decision awaited)

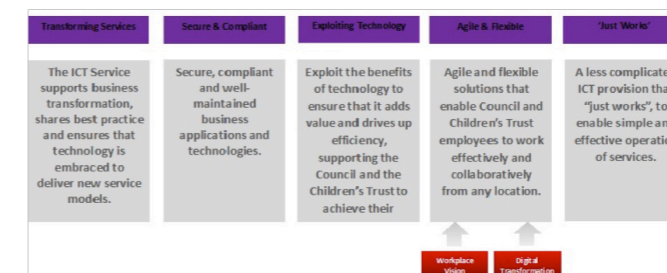
## Sue Knowles

ICT & Revs and Bens

### ICT Service

The ICT Service provides and supports the IT infrastructure that underpins many of the council's front and back office services. This includes the provision of telephony, end user devices, networks, servers, storage, applications and print services.

In June 2018 cabinet approved a new ICT strategy. The Vision for our ICT Service is to provide modern, flexible and secure ICT solutions that support and enable every employee to contribute to the delivery of Sandwell's 2030 vision. The strategy aims to deliver 5 Strategic outcomes for the Council:



In April 2018, the MySandwell team joined the ICT Service. The team has been expanded and given a wider remit which focuses on 3 key areas of Digital Transformation; Access to services, Digital by Default workforce and Digital Inclusion.

Achievements:

- Secured regular investment in ICT of £1.2m per year;
- New ICT strategy;
- New Digital Strategy;
- Completed refresh of End User Devices – all staff now on either Windows 10 or Citrix;
- Completed Citrix improvement programme so all users now have improved performance and Windows 10 experience;
- Expanded the digital team so that we can focus on all aspects of digital transformation;
- Digitised paper files for a number of service areas and moved services onto electronic document management enabling agile/smart working;
- Highly commended in the MJ awards for Digital Transformation.



## Revenues and Benefits Service

The Revenues and Benefits Service provides the following key services:

- The billing and collection of Council Tax and Non-Domestic Rates (Business Rates);
- General debt recovery;
- Cashier services;
- Providing crucial financial and emergency support to some of our most vulnerable residents through effective, accurate administration of Housing Benefit, Local Council Tax Reduction, Discretionary Housing Payments and Local Welfare Provision.

In 2017-2018 Sandwell was recognised as the best metropolitan borough for in-year Council Tax collection. This is a fantastic achievement for the service which we are extremely proud of and our aim is to maintain this performance in 2018-2019.

The full roll out of Universal Credit in November 2018 will bring significant change to the service as we will no longer be responsible for administering new claims for Housing Benefit. We will also be revising the Council Tax Reduction Scheme making the claim process and administration simpler.

We will continue to provide the excellent services we have been recognised for while introducing these significant changes. We will also expand the availability of online services and continue to reduce costs and support the council's 2030 Vision.

Achievements:

- Rated best metropolitan borough council for in-year Council Tax collection fir 2017/18;
- Redesigned and implement a new Council Tax reduction scheme for 2019/20 achieving significant savings;
- Introduced SMS texting in Council Tax collection reducing the number of postal reminders issued;
- Introduced self-service payment kiosks at Smethwick Council House, Sandwell Council House and Court House;
- Implemented a new cash receipting system across front line cashier services

## Rebecca Griffiths Financial Services



Financial stability over the next few years is key to the council being able to achieve its 2030 vision. Our services are vital in providing this stability in a number of ways: -

- Supporting service areas in making the correct strategic decisions in the context of continued austerity;
- Identifying and managing risk and uncertainty;
- Providing advice around minimising fraud and irregularity, whilst ensuring that any such instances are investigated and addressed accordingly;
- Ensuring that the council is sufficiently insured and that claims are dealt with effectively and efficiently;
- Making sure we obtain value for money on all expenditure, ranging from the smallest of purchases to the largest contracts.

Our staff are valued advisors to Directors, budget holders and other members of council staff and we aim to build and develop these relationships further as we collectively work towards Vision 2030.

### Achievements:

- Earliest closedown of accounts for 2017/18
- Outturn for the council was a surplus for 2017/18 and another surplus is projected for 2018/19.
- Unallocated reserves maintained at an acceptable level for 2017/18.
- Introduction of new Contract & Procurement rules, aligned to Vision 2030.
- Development of a social value policy
- Commercial awareness training procured and being prepared for roll-out to all staff.
- CIPFA training arranged for January to begin work on commercial strategy.
- Audit and Fraud team integral to closing off a number of standards issues.

## Richard Luckman Human Resources



Our success depends on a highly skilled, motivated and talented workforce.

As almost all Council services are delivered through our people, ensuring that individuals and teams are appropriately skilled, flexible in approach and ready to respond is key.

Working closely with the Chief Executive and Directors, HR are here to enable the continuous development of our workforce, so we can all meet our strategic objectives.

Our purpose is to work with all colleagues from across the Council including Members, Trade Unions and Partners, to ensure that the Council can respond positively and with pace to the challenges that it faces.

With a forward looking and pragmatic approach, we aim to respond and adapt to our customers' needs. Below are the key areas of focus for the coming year.

- Develop workforce action plans to help manage sickness, engagement and talent. This will form the basis of an HR Strategy that will link into the Vision 2030.
- Continue to work closely with the Investors in People (IIP) framework to build on existing people management practices, currently at Silver standard to ensure our workforce is in good shape to deliver the Vision 2030.
- Support people managers and employee's through our HR Frontline, Advisory and Analytics team. By providing the latest HR information and guidance to help make the right day-to-day decisions.
- Continue to manage and lead the Council's successful 'Future Talent Programme' which is made up of the summer internship, graduate and higher-level apprenticeship schemes & programmes
- We will continue to promote and improve employee health & wellbeing, both physical and emotional, through tailored support and where employees do experience sickness, to get them better, faster.
- Undertake recruitment campaigns and use proactive redeployment to support specific resource needs.
- Providing HR advice, support and assurance on

complex employee relations issues and terms & conditions of employment. Assisting Service Managers with planning for the future and inputting to organisational redesigns and where appropriate helping to manage the process.

- Providing a high-quality payroll, pension and health & safety service to the Council, Schools and Colleges in the borough.

### Achievements:

- £1 Million in cost avoidance across the Council, by supporting 120+ employees into alternative roles.
- The Council's inhouse graduate programme which we developed and delivered was shortlisted for a Personnel Today award.
- HR played a critical role in helping the Council successfully achieve Silver award in the Investors in People accreditation. This external award is an independent assessment of the Council's people management processes.
- This Winter's successful flu jab campaign for staff was fully undertaken by the Occupational Health team. 900 flu jabs were administered, this was previously outsourced to Boots.
- Implementing a full digital HR system which will help HR move to becoming paperless. Making us more secure, efficient and allowing us to be more agile.
- Learning & Development were successful at the APSE awards, winner a category for "See something - Do something" and runner up for the training on modern day slavery
- Supported the Council to be able to sign up to the 'Time to Change' pledge



## Vision Engagement Events



## Section 3

Priorities:

**1. Develop a skilled and flexible workforce that meets the needs of our business and has the capacity to deliver the Vision:**

Our success depends on a highly skilled, motivated and talented workforce.

We are committed to continuously developing our workforce, ensuring that we are skilled and flexible in our approach, ready to respond positively to the challenges our organisation faces.

To ensure that we can respond to demands and challenges in the coming 12 months, we will develop an overarching Workforce Plan for the resources directorate, encompassing the following topics;

- Action plans to help us manage 3 important workforce areas; Sickness, Talent and Engagement.
- Create a development plan for every apprentice and entry level role. Identifying the necessary support and development to assist in their progression.
- Improve professional development opportunities and increase the utilisation of the apprenticeship levy in the Resources directorate.
- Fully implement the new 'Smart Working' policy and at the same time improve the working environment of teams by working with colleagues in Corporate Landlord.



### 2. Delivering the Digital Strategy:

- Establish a strong digital governance structure – with tools, permissions and standards to help services maximise digital opportunities and embed technical innovation into service design and policy development.
- Set up a commissioning group represented by key organisations from our community and voluntary sector that work with residents to develop community led digital inclusion projects in Sandwell.
- Introduce a 'digital champions' scheme with the community and with our workforce to provide training, pass on digital skills and offer targeted support for residents and employees.

**3. To deliver agile, flexible and secure ICT solutions that enable employees to work effectively and collaboratively from any location:**

- Promote Office 365 functionality across services to support collaboration and smarter working
- Carry out a full review of the Managed Print Unit.
- Commence procurement of a modern telephony/communications/contact center solutions.
- Replace repurposed desktops with new Windows 10/ Citrix devices.
- Complete the actions identified from the cyber security gap analysis to ensure the Council is at low risk of a cyber-attack.
- Work with Services to exploit the use of electronic document management solutions



**4. We will continue to deliver positive, modern and inspirational communications that will engage with staff, stakeholders and communities by:**

- Reinvigorating staff engagement as part of the continued refresh of internal communications
- Delivering communications that capture the priorities and celebrate the successes of the Council's Executive Management Team
- Telling the story of how Sandwell Council is working with partners to deliver its Vision for 2030
- Maximising all high-profile media opportunities – such as the development of the aquatic centre for the Commonwealth Games
- Explore and develop creative and modern approaches to communications on digital platforms – while still using traditional methods such as press releases and the Sandwell Herald
- Helping residents access key council services such as MySandwell and support on welfare reform, budgeting, employment and training.
- Promoting Sandwell's cultural and tourist offer locally and regionally with channels such as Discover Sandwell
- Developing the brand and raising the profile of Sandwell Children's Trust with proactive communications

**5. To ensure that the governance structure and arrangements of the council supports and underpins delivery of the Vision:**

- Complete the full review of the Council's governance arrangements which includes:
- Review of the Council's Constitution
- Review of the Council's decision-making arrangements and engagement
- Review of Council's Scrutiny Function
- Review of Members' Code of Conduct and Arrangements and duty to promote and maintain high standards
- Refreshed support and new arrangement for Neighbourhood/Locality Working
- Promotion of the Mayoralty
- Review of Elections and Electoral Registration
- Deliver and implement a new bespoke Member Development Programme for Elected Members and the Executive that includes Personal Development Plans, a new Member Portal, enhanced digital solutions and effective support.
- Embed good governance amongst officers through the provision of a new Governance Toolkit, key training in relation to constitutional and governance frameworks and arrangements.



**6. Maintain the council's financial stability:**

- Continue the ongoing development of the council's medium term financial strategy (MTFS).
- Develop a commercial strategy that supports the council's MTFS and Vision 2030 ambitions.
- Adopt a new social value policy and framework to maximise benefits to our local communities.
- Compile a comprehensive Workforce Development Plan for the Financial Services to ensure that the quality of the service is maintained.
- We will continue to monitor and manage the impact of Universal Credit (Sue Knowles).

**7. The Oracle e-business suite is a critical system for Sandwell Council. The last major system upgrade took place in 2014 and it is now time to consider our potential future options:**

- A move to Oracle in the cloud;
- An upgrade to our existing Oracle system;
- A move to a new system.
- We will complete a full options appraisal and put in place the resources necessary to ensure a successful implementation of the preferred option



**8. During 2018 we have continued to develop our approach to the delivery of the Vision 2030. During 2019 we will:**

- Reach agreement with the 4 strategic boards about the Vision 2030 journey tracker;
- Agree the key foci of collaborative activity that will take place across partner agencies in the coming years;
- Continue with asset-based conversations across the 6 towns.



## Section 4: Whole Budget 2019/2021

### Resources

**Director:**

Darren Carter

**Divisional Context:**

The Resources directorate consists of five distinct areas providing a range of functions both front facing and back office.

With both budget cuts and current and forthcoming changes in legislation the council is going through a massive transformation right now. The functions currently in Resources have a wide range of both internal and external customers with conflicting needs and priorities. These services need to be resilient but flexible enough, in order that they can rise to the challenge of continuous change so that they can shape, influence and drive the council forward.

Unit Description:	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Directorate	377	377	410	344
Change and Communications	1,343	1,182	1,179	1,176
Revenues and Benefits and ICT	8,134	7,322	7,258	7,192
Finance	3,538	3,305	3,238	3,194
Law and Governance	500	188	79	-30
Human Resources	3,614	3,540	3,464	3,413
<b>Total Net Target Budget:</b>	<b>17,506</b>	<b>15,914</b>	<b>15,628</b>	<b>15,289</b>
<b>Staffing Levels:</b>	<b>754</b>	<b>733</b>	<b>728</b>	<b>725</b>
<b>Total Full Time Equivalents</b>	<b>721.35</b>	<b>705.61</b>	<b>700.61</b>	<b>697.61</b>

Summary of Divisional Target Budget	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	27,184	27,594	27,476	27,407
Premises	850	555	571	589
Transport	123	120	120	120
Supplies & Services	9,083	7,863	7,974	7,988
Third Party	977	977	986	995
Transfer Payments	-	-	-	-
Capital Charges	1,570	1,470	1,470	1,470
<b>Total Gross Expenditure</b>	<b>39,787</b>	<b>38,579</b>	<b>38,597</b>	<b>38,569</b>
<b>INCOME:-</b>				
Specific Grants	2,721	2,598	2,598	2,598
Partner Contributions	900	918	936	955
Fees & Charges	9,755	10,143	10,356	10,570
Recharges in Target	8,905	9,006	9,079	9,157
Other Income	-	-	-	-
<b>Total Income</b>	<b>22,281</b>	<b>22,665</b>	<b>22,969</b>	<b>23,280</b>
<b>Net Expenditure</b>	<b>17,506</b>	<b>15,914</b>	<b>15,628</b>	<b>15,289</b>
Central Items	425	490	1,452	1,149

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

## Resources

### Directorate

#### Manager:

Darren Carter

#### Divisional Context:

Resources directorate consists of five distinct areas providing a range of functions both front facing and back office.

- Revenues and Benefits and ICT
- Law and Governance
- Finance
- Change and Communications
- Human Resources

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	480	488	488	488
Premises	-	-	-	-
Transport	3	3	3	3
Supplies & Services	13	44	78	13
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
<b>Total Gross Expenditure</b>	<b>496</b>	<b>535</b>	<b>569</b>	<b>504</b>
<b>INCOME:-</b>				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	6	44	44	44
Recharges in Target	113	114	115	116
Other Income	-	-	-	-
<b>Total Income</b>	<b>119</b>	<b>158</b>	<b>159</b>	<b>160</b>
<b>Net Expenditure</b>	<b>377</b>	<b>377</b>	<b>410</b>	<b>344</b>
Staffing Levels:	9	9	9	9
<b>Total Full Time Equivalent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## Resources

### Communications and Service Improvement

#### Manager:

Paul Haden

#### Divisional Context:

The Communications team is made up of two divisions, who deliver a wide range of excellent services to all the communities of Sandwell:

- Communications and Service Improvement
- Service Improvement

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	1,540	1,384	1,384	1,384
Premises	-	-	-	-
Transport	6	4	4	4
Supplies & Services	159	160	161	162
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	1	1	1	1
<b>Total Gross Expenditure</b>	<b>1,706</b>	<b>1,549</b>	<b>1,550</b>	<b>1,551</b>
<b>INCOME:-</b>				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	22	22	22	22
Recharges in Target	341	345	349	353
Other Income	-	-	-	-
<b>Total Income</b>	<b>363</b>	<b>367</b>	<b>371</b>	<b>375</b>
<b>Net Expenditure</b>	<b>1,343</b>	<b>1,182</b>	<b>1,179</b>	<b>1,176</b>
Staffing Levels:	36	34	34	34
<b>Total Full Time Equivalent</b>	<b>34.80</b>	<b>32.96</b>	<b>32.96</b>	<b>32.96</b>



## Resources

### Revenues and Benefits and ICT

#### Manager:

Sue Knowles

#### Divisional Context:

Revenues and Benefits provide the following services:

- The billing and collection of Council Tax and Non Domestic Rates
- General debt recovery
- Cashier services
- Administration of Housing Benefit, Local Council Tax Reduction, Discretionary Housing Payments and Local Welfare Provision

Information and Communication Technology (ICT) is responsible for a range of activities ranging from the development and review of the council's ICT Strategy to the day-to-day support and maintenance of the ICT infrastructure.

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	9,864	9,889	9,866	9,843
Premises	160	10	10	10
Transport	19	19	19	19
Supplies & Services	4,206	3,598	3,632	3,666
Third Party	966	966	975	984
Transfer Payments	-	-	-	-
Capital Charges	1,434	1,334	1,334	1,334
<b>Total Gross Expenditure</b>	<b>16,649</b>	<b>15,816</b>	<b>15,836</b>	<b>15,856</b>
<b>INCOME:-</b>				
Specific Grants	2,721	2,598	2,598	2,598
Partner Contributions	900	918	936	955
Fees & Charges	1,805	1,817	1,851	1,883
Recharges in Target	3,089	3,161	3,193	3,228
Other Income	-	-	-	-
<b>Total Income</b>	<b>8,515</b>	<b>8,494</b>	<b>8,578</b>	<b>8,664</b>
<b>Net Expenditure</b>	<b>8,134</b>	<b>7,322</b>	<b>7,258</b>	<b>7,192</b>
<b>Staffing Levels:</b>	<b>290</b>	<b>283</b>	<b>282</b>	<b>281</b>
<b>Total Full Time Equivalent</b>	<b>275.92</b>	<b>267.59</b>	<b>266.59</b>	<b>265.59</b>

## Resources

### Finance

#### Manager:

Rebecca Griffiths

#### Divisional Context:

Financial Services comprises three areas, all of which are vital in ensuring the financial stability of the council. the three areas are:-:

- Finance, incorporating (1) Financial Reporting & Systems and (2) Financial Management
- Audit, Fraud and Risk
- Procurement

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	4,855	4,909	4,863	4,840
Premises	-	-	-	-
Transport	10	10	10	10
Supplies & Services	716	530	535	540
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
<b>Total Gross Expenditure</b>	<b>5,581</b>	<b>5,449</b>	<b>5,408</b>	<b>5,390</b>
<b>INCOME:-</b>				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	547	520	530	540
Recharges in Target	1,496	1,624	1,640	1,656
Other Income	-	-	-	-
<b>Total Income</b>	<b>2,043</b>	<b>2,144</b>	<b>2,170</b>	<b>2,196</b>
<b>Net Expenditure</b>	<b>3,538</b>	<b>3,305</b>	<b>3,238</b>	<b>3,194</b>
<b>Staffing Levels:</b>	<b>112</b>	<b>111</b>	<b>109</b>	<b>108</b>
<b>Total Full Time Equivalent</b>	<b>108.90</b>	<b>108.29</b>	<b>106.29</b>	<b>105.29</b>

## Resources

### Law and Governance

#### Manager:

Surjit Tour

#### Divisional Context:

Law and Governance Services comprises three divisions, delivering a wide range of excellent services to all the communities of Sandwell:

- Legal Services
- Governance Services
- Registration 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	6,128	6,395	6,395	6,395
Premises	690	545	561	579
Transport	83	84	84	84
Supplies & Services	1,808	1,571	1,592	1,613
Third Party	11	11	11	11
Transfer Payments	-	-	-	-
Capital Charges	135	135	135	135
<b>Total Gross Expenditure</b>	<b>8,855</b>	<b>8,741</b>	<b>8,778</b>	<b>8,817</b>
<b>INCOME:-</b>				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	5,954	6,227	6,366	6,507
Recharges in Target	2,401	2,326	2,333	2,340
Other Income	-	-	-	-
<b>Total Income</b>	<b>8,355</b>	<b>8,553</b>	<b>8,699</b>	<b>8,847</b>
<b>Net Expenditure</b>	<b>500</b>	<b>188</b>	<b>79</b>	<b>-30</b>
Staffing Levels:	166	161	161	161
<b>Total Full Time Equivalent</b>	<b>156.63</b>	<b>154.67</b>	<b>154.67</b>	<b>154.67</b>

## Resources

### Human Resources

#### Manager:

Richard Luckman

#### Divisional Context:

Human Resources comprise three divisions, delivering a wide range of excellent services to the council:

- Head of Service which comprises, Learning & Development, Advisory and Resourcing/OH & Employee Benefits Scheme
- Business partners & Policy
- Transactional

Target Budget Line	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	4,317	4,529	4,480	4,457
Premises	-	-	-	-
Transport	2	-	-	-
Supplies & Services	2,181	1,960	1,976	1,994
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
<b>Total Gross Expenditure</b>	<b>6,500</b>	<b>6,489</b>	<b>6,456</b>	<b>6,451</b>
<b>INCOME:-</b>				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	1,421	1,513	1,543	1,574
Recharges in Target	1,465	1,436	1,449	1,464
Other Income	-	-	-	-
<b>Total Income</b>	<b>2,886</b>	<b>2,949</b>	<b>2,992</b>	<b>3,038</b>
<b>Net Expenditure</b>	<b>3,614</b>	<b>3,540</b>	<b>3,464</b>	<b>3,413</b>
Staffing Levels:	141	135	133	132
<b>Total Full Time Equivalent</b>	<b>136.10</b>	<b>133.10</b>	<b>131.10</b>	<b>130.10</b>

# 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.





[www.sandwell.gov.uk/vision2030](http://www.sandwell.gov.uk/vision2030)