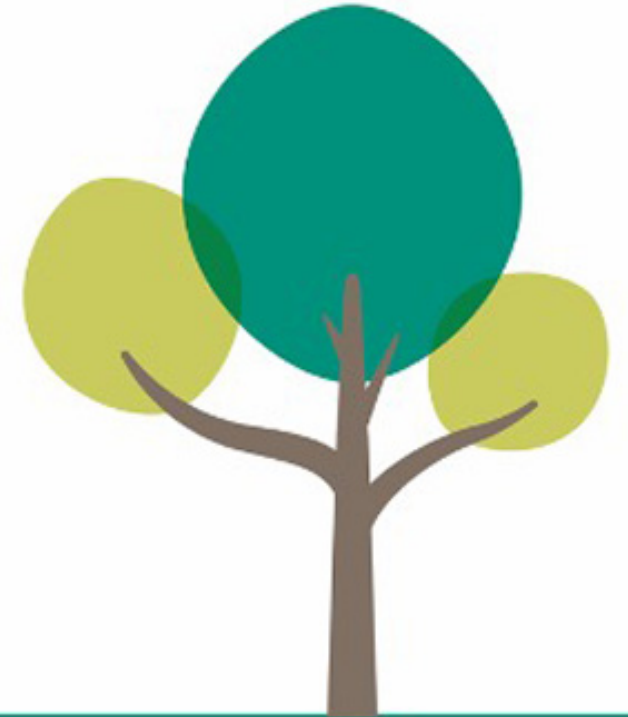




Corporate Plan Quarter 1 Progress





Overview

- Our Corporate Plan contains seven strategic outcomes that our nine directorates deliver on.
- This report details the progress made during quarter 1 (April to June 2022) in delivering the actions that underpin our strategic outcomes.
- Each action in directorate business plans that contributes to a corporate plan action has been RAG rated using the following categories:





RAG Definitions

On Track	Progress against the action is good and there is i) a low level of risk and/or issues; and/or ii) progress is in line with the delivery date with no/ minor slippage (e.g. less than 2 months); and/or that iii) there is no or minor concern around the measures of success being fulfilled.
Medium issues/risks/slippage	Progress on the action is being made but there is i) a medium level of risk and/or issues and/or ii) slippage (actual / projected) of less than 3 months; and/or iii) there is a medium level of concern that the measures of success will not be achieved
Significant issues/risks/slippage	There is a significant level of risk, issues and/or slippage (e.g. more than 3 months) or significant concern around the measures of success being fulfilled





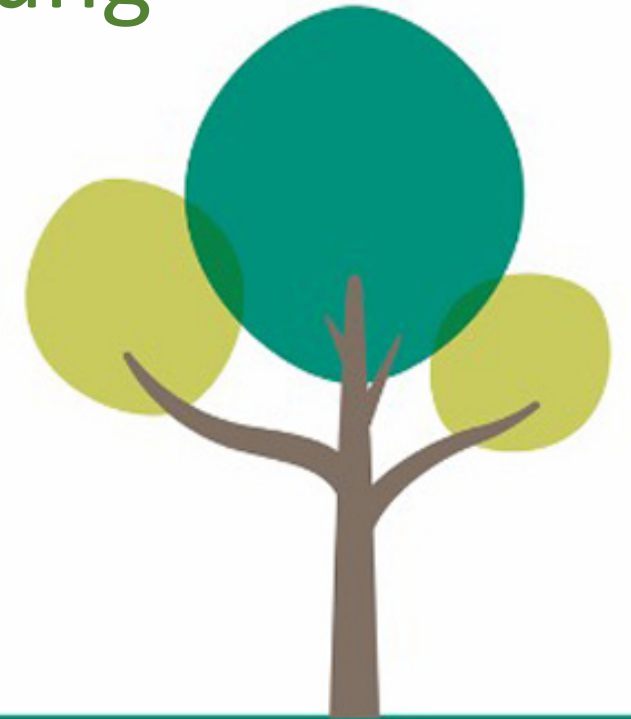
Headlines – Corporate Plan Monitoring Q1

	Best Start in Life for Children & Young People	People who Live Well and Age Well	Strong Resilient Communities	Quality Homes in Thriving Neighbourhoods	A Strong and Inclusive Economy	A Connected & Accessible Sandwell	One Council One Team	Totals
No of Corporate Plan Actions	17	20	21	20	22	18	27	145
No of directorate actions contributing	46	127	63	33	41	28	73	411
On Track	39	74	44	21	17	16	41	252
Medium issues/risks/slippage	3	36	10	3	8	4	21	85
Significant issues / risks/ slippage	0	0	1	1	1	1	3	7



Best Start in Life for Children and Young People

Quarter 1 Progress





Summary

- The COVID 19 pandemic has had a significant impact on young people nationwide as their education in school was temporarily and intermittently placed on hold. Overall there has been good progress in education and support for young people in Sandwell since the Covid 19 restart. The OFSTED rating of children's services is also an example of this moving out of inadequate for more than a decade to requires improvement to be good. This is further supported by the better than England and Regional average persistent absence score in secondary and special schools.
- By working in partnership with partners such as West Midlands Police to tackle youth violence and working with other Black Country LAs on various projects, Sandwell is striving to ensure that every child and young person in Sandwell gets the best start in life.
- No actions have been RAG rated red across this strategic outcome.





First 1000 Days

- The Black Country Early Years Outcomes team from all 4 black country LAs are currently working with the National Literacy Trust to launch First Words together across the Black Country.
- A key priority is to establish a community outreach programme to improve our community reach. By utilising existing resources, Oldbury has been identified as an area for further work and linkages have been made with a local school.





Ready for School

- Work experience placements have now re-commenced, careers events have been arranged and these will be conducted in the new academic year.
- The children's services Ofsted rating has improved from Inadequate to Requires Improvement to be Good between the 2017 inspection and 2022 inspection.
- 91.02% success of achieving 1st, 2nd or 3rd preference for state Secondary school places. This is slightly lower than the England average of 93.4%.
- Sandwell scores better than the Region and England average on the Key Stage 4: Attainment 8 indicator. This looks at the points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally.





Ready for School

- In relation to safeguarding, the recent ILACS inspection (May 2022) noted that we promote the concept of "professional curiosity" across all partner agencies reminding partners of their shared duty to identify children not in school, including those who are EHE / CME or absent.
- In the academic year 2021/22 Sandwell successfully completed more than 90% of our intended delivery objectives, including the use of Covid funds to enhance community engagement via the delivery of a series of community events during half terms 5 and 6.
- Sandwell has less % of pupils with persistent absence in secondary and special schools than the Regional and England average. However, in primary schools it has the highest % of persistent absence compared to the Regional and England average. This has been prioritised for action in the autumn term.

% of pupils with persistent absence (> 10% absence)			
	Primary %	Secondary %	Special %
Sandwell	21	23.7	34.8
Regional	20.5	28.1	39.6
England	19.5	27.7	39.4





Children & Young People that need more Support

- The vulnerable children's group has continued since schools re-opened (March 2020) with a focus on the following three priority themes:
 1. Violence reduction (WMP / VR Partnership)
 2. Afghan and Ukraine resettlement
 3. Emotional health and Well-being
- Our Children who have a repeat child protection plan within two years of ceasing on a CP Plan is at 11.7% and in line with regional comparison on 10.6% this is a good measure to ensure we have closed Children open to our service safely and robustly without further statutory intervention.
- Working alongside our partners such as WMP issues such as Youth violence continues to be addressed at the VCG and other corporate sub-groups including:
Reducing re-offending & serious organised crime sub-group & Prevention of Violence & Exploitation sub-group.





Children & Young People that need more Support

- Due to significant increases in new Education and Health Care Plan assessments and the capacity of multi-agency teams completion of new plans within statutory timelines is reducing, we remain above national average.
- In the SEND Development Plan, 22-24 Outcomes achieved Red 12% Yellow 52% Green 31% white (not scheduled to start) 7%.
Development Plan and quarterly reports submitted to SEND Strategic Board for monitoring and holding partners to account.
- Child Mental Health action plan now in development.





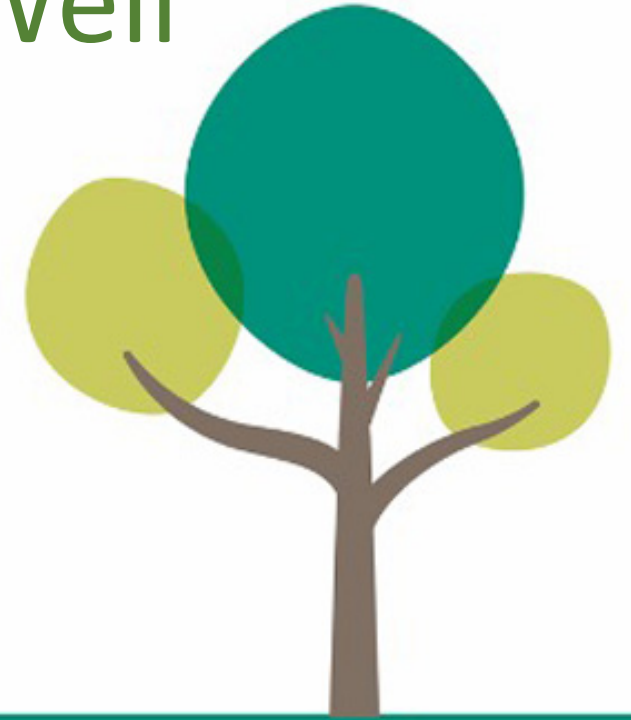
Children & Young People that need more Support

- The rate of Children in Care at 102.2 per 10,000 is the third highest in our Statistical Neighbour Group and 2nd highest in the West Midlands. Our rate of CIC is higher compared to Statistical Neighbour Averages of 94.8 per 10,000 and have 68 more Children in Care compared to SN average.
- 55.3% of Children in care who have left school are engaged in training, employment, further education (up to the age of 21). The current performance is 7.7% below Regional and 9.7% below national average this is primarily due to lower number of young people EET at 19-21 which is just above 48% EET compared to 75 % for our 17 and 18-year olds.



People that Live Well and Age Well

Quarter 1 Progress





Summary

- On the whole under people that live well and age well there has been progress in terms of putting the building blocks in place to help people to live healthily and independently for longer many of the key deliverables are on track, for example the completion of the Health Sandwell Advice and referral service; the draft carers strategy and delivery plan; and the Covid 19 outbreak and contact tracing. There has been some slippage under each theme, but actions are in place to address this.
- There are no red RAG rated actions in this strategic outcome.





Rebuilding

- Good progress on identifying and tackling health inequalities. The Healthy Sandwell advice and referral service is now complete; both the stop smoking support with maternity units and community based are on track. The engagement of the Faith Sector in Public Health work is also on track.
- In respect of increasing investment of public health funds into community, voluntary and faith sector grants to support Covid resilience and recovery - we have completed the Covid-19 outbreak and projects for investment and support of community mental health programmes are on track





Rebuilding

- Reducing social isolation connecting people with their local communities - we are on track to develop a sustainable plan for the delivery of leisure services; falls prevention service is also on track . But the proportion of people (service users) who use services who have as much social contact as they would like was 47% in 2021/22, compared with 53% in 19/20





Healthy Lives

- Promoting healthy lives – a number of schemes are on track – the inclusive cycling programme; the Sandwell Stride programme (volunteer led walking scheme) and digital app-based walking offer; physical activity in parks and open spaces; a declaration of support for, and set of commitments to, the wellbeing and mental health of everyone working in the VCS
- Programme of cultural events and activities across all libraries and museums including at Sandwell Live Site for Commonwealth Games
- New investment into health and wellbeing services, including drugs and alcohol, - appointed a consultant social worker in drug and alcohol dependency; on track to provide drug misuse services to prevent, treat and sustain recovery from alcohol misuse





Healthy Lives

- Smoking prevalence in adults 18+ - current smokers 2019 15.3% in Sandwell compared to 13.9% nationally and 14.1% regionally
- Admission episodes for alcohol related conditions in 20/21 were 417 compared with 515 regionally and 456 nationally
- Number of grants provided concerning Better mental health and Healthy Lifestyles were 16 in 2022
- Number of people offered advice and support for weight management was 193 in July 22 and the number of people on a weight management programme was 1,459 in July 2022





Choice and Independence

- There has been progress in helping people make everyday choices about how they choose to live their lives and reviewing access to day care provision to improve independence and choice in the following areas that are on track:
- Realigning of intermediate social work teams with community social work teams; Harvest View (New Integrated Health and Care site) – planned start of the service from 1 November with phased implementation after that; established the working site at Daulton Way for the joint equipment stores and community alarms
- Review and option appraisal of in-house day services offer goes live in January 2023





Choice and Independence

- The proportion of adults with a learning disability that live in their own home for with their family was 86% in 2021/22 compared with 85% the previous year
- Overall satisfaction of people who use services with their care and support was 64% in 21/22, benchmarking data not available yet.
- Carers provided with support per 100,000 carer population was 2,541 in 21/22, no benchmarking data available
- Quality of care homes - % of CQC registered locations in Sandwell rated as good/outstanding was 70% in 21/22 compared with 79% regionally and 80% nationally





Choice and Independence

Ensuring safeguarding processes are effective – the following areas are on track :

- embedding the learning from safeguarding adults reviews (SARs) and internal audits;
- adult safeguarding improvements in practice and performance – completion of quality assurance audits, developments included in action plan;
- falls prevention service;
- delivery plan for new burdens funding for support in safe accommodation – dedicated monitoring officer for this;
- Community Safety Strategy 2022-26 in place outlining Prevention of Violence Exploitation (PoVE) priorities. Meetings with all PoVE theme leads taking place to update plan and develop PoVE Strategy

Making safeguarding personal - % of safeguarding Section 42 Enquiries concluded during the period where the individuals desired outcomes had been fully or partially met was 97% in 21/22. There is no benchmarking data as yet





Choice and Independence

Helping people to stay independent for longer:

- Willow Gardens fully operationally open and filling current voids. Walker Grange continues to operate pending options appraisal
- Walker Grange plan to upgrade and develop dementia offer showing some slippage in developing options paper for leadership team

Ensuring that all carers in Sandwell are offered support in a timely way and that they have access to the information, guidance and advice that they need:

- The Joint Carers Strategy and delivery plan has been refreshed and new version (2022 -2026) was approved on the 29 June 2022 by the Health and Wellbeing Board





Choice and Independence

Ensuring that all carers in Sandwell are offered support in a timely way and that they have access to the information, guidance and advice that they need:

- The Joint Carers Strategy and delivery plan has been refreshed and new version (2022 -2026) was approved on the 29 June 2022 by the Health and Wellbeing Board
- But the proportion of people who use services and carers who reported they had as much social contact as the would like (Carers) in 2021/22 was 27%. No benchmarking data available as yet.





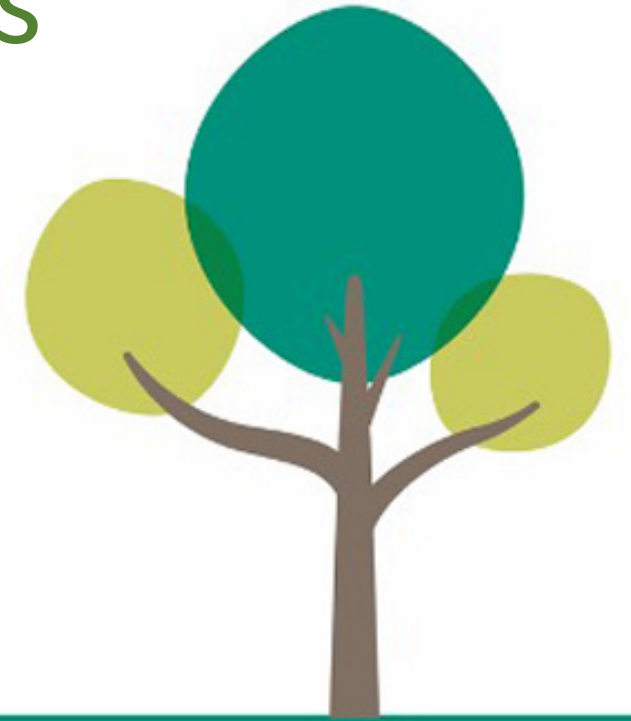
Joined Up Health and Social Care

- The action to develop a workforce strategy with partners has slipped.
- An approved and resourced workforce strategy for social work and therapy needs to be re-considered against the corporate developments in culture and Council's Improvement Plan.
- Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services in 20/21 was 60% compared with 75% regionally and 79% nationally. There is no benchmarking data for 21/22. However the opening of Harvest View in September/October 2022 which is a health and social care 80 bedded reablement unit should allow for a more positive upward trajectory for this measure



Strong Resilient Communities

Quarter 1 Progress





Summary

- Really positive progress in developing and enhancing our community offer, momentum boosted by the Commonwealth Games but exciting opportunities ahead to grow and develop further.
- We continue to work collaboratively with key partners in relation to community safety to deliver better outcomes for our residents, updating our policies and taking a more intelligence led approach to tackling key issues.
- We have established improved event governance through the implementation of an online booking system with guidance & decision/ safety thresholds
- There is one area where a red RAG rating has been applied, this relates to bringing together the governance arrangements and budgets for the voluntary sector grants and aligning this work to corporate objectives.
- There are also several areas where an amber rating has been applied, generally these relate to areas where we are trying to secure funding, progress constrained by focus on the Commonwealth Games or where we have had to wait to recruit suitable officers to a particular position.





Vibrant Communities

- The Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal funding.
- Working with Library Services, new youth clubs have been opened in Wednesbury and Oldbury.
- We are currently reviewing the Youth Service offer. A bid for a new purpose built youth facility in West Bromwich has been submitted to the Government's levelling Up Fund.
- In relation to work bringing together governance and budget arrangements for voluntary sector grants, the action is currently red as there has been limited staffing resource to progress this workstream; however the team is supporting commissioners with grant reviews and the outcome of these reviews. Intention is still to centralise grant budget and process once the grant reviews have been completed.





Culture

- Visits to libraries have not yet fully recovered following closures during Covid, additional activity is being scheduled to address this, total visits for Q1 were 108,603.
- Visits to museums are at expected levels with 96% satisfaction rate.
- Delivery of Library+ is on track.
- Six tourist information points have been implemented in libraries to support the hosting of the Commonwealth Games, two further points have been installed in museums.
- Delivery of Shine a Light Festival in each of the six towns (11 daytime events in town centres and high streets, 4 evening events in parks). Delivery of first Pride event with over 2k people; delivery of Queen's Platinum Jubilee events, including Big Lunch (over 200 volunteers and guests) and Beacon Lighting; Delivery of QBR, with 9 events in total across the day and over 10,000 people attending the events; delivery of Live site. End of season review of events scheduled for September, and 2023 events planning with Cabinet Workshop end of September.
- Sandwell Valley Phase on relaunch completed: addition of new farm trail (double the size of farm visitor experience), welly to belly education resources, rabbit village and victorian garden improvements. New catering approach implemented with new menu and cost / labour cost model.





Safe

- Adoption of a new Domestic Abuse Strategy which is being monitored by the Domestic Abuse Strategic Partnership. In Q1 2037 DA crimes / non crimes were recorded with 238 cases considered at MARAC at present there is a 50.8% repeat rate. This is above the Safe Lives national benchmarked guidance of 25-40%. An audit will be undertaken in Q2.
- Community Safety Strategy 2022-26 in place outlining PoVE priorities. Meetings with all PoVE theme leads taking place to update plan and develop PoVE Strategy
- In Sandwell there was an increase in total recorded crime in 22/23 Quarter 1. There were 9951 offences which is an increase of 343 offences when compared to the same quarter in the previous financial year. from last year.
- Regionally reported crime has increased from 20/21 to 21/22 however Sandwell has the 2nd lowest increase across the West Mids.
- We are actively working with partner agencies to develop our multi-agency response to Anti-Social Behaviour. There have been 620 ASB incidents reported in Quarter 1. This is a reduction of 464 incidents(-42.8%) compared to the same quarter last year.





Clean

- A draft street cleansing plan has been provided to SMBC by Serco, to improve standards of street cleansing across the Borough. Serco are to provide services and deliver this plan, with the final plan due in July 2022.
- Pledge funding has been confirmed to continue to develop the approach to tackle environmental crimes such as littering and fly-tipping. Recruitment of temporary staff is underway, and procedures are in place for deployment to identify 'hot-spots' of environmental crime.



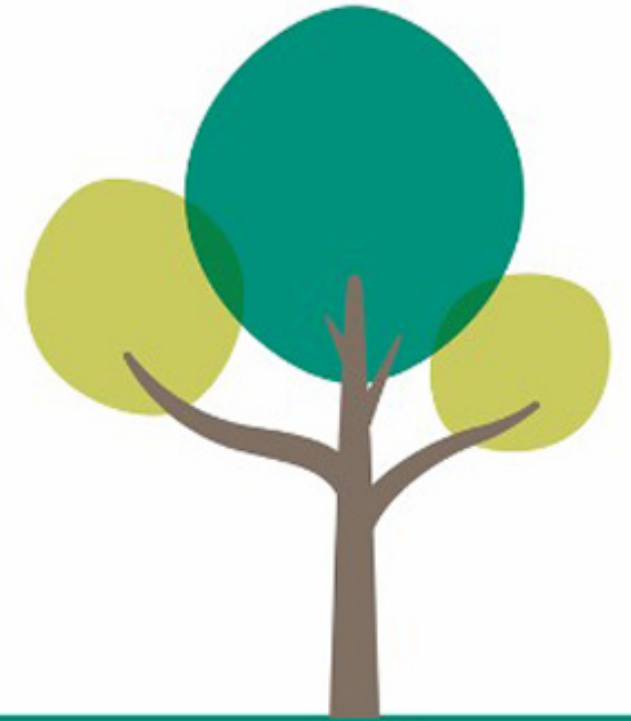


Green

- Various projects have been initiated to reduce our carbon emissions both in the Council's estate and the wider borough. Including Solar panels and heat pumps on Council Buildings, Electrification of our fleet vehicles, and working with community groups to fund climate related projects.
- Carbon Literacy training is set to begin after the summer period. A preferred provider has been identified and a first cohort has been established.
- **We still need to secure capital funding to replace 4,000 high energy street lighting lanterns with low energy LED lighting.**
- Work on our 30-year HRA business plan has commenced, this will consider how we can upgrade stock including energy efficiency and alternative heating



Quality Homes in Thriving Neighbourhoods Quarter 1 Progress





Summary

- Overall, there has been good progress in developing quality homes in thriving neighbourhoods with many corporate plan actions being on track. For example, significant progress has been made in implementing the new operating model for preventing homelessness.
- There has been some slippage in regard to developing the options paper for the upgrade of Walker Grange
- There is one action that has been RAG rated red where there is significant slippage and uncertainty in relation to delivery of the Black Country Plan.





Building New Homes

- 70 new council homes being delivered per annum
- 141 Disabled Facilities Grants approved, supporting people to remain independent in their own homes. Project to review policy and operating model commenced in Q1. Working alongside Foundations on a self-assessment of current policy and future options to increase spend of DFG. Work also underway with Asset Management & Improvement colleagues to deliver a new operating model and procurement of a new major adaptations contract
- Willow Gardens fully open operationally and filling current voids
- Walker Grange plan to upgrade and develop dementia offer showing some slippage in developing options paper for leadership team





Regeneration & Resources

- West Bromwich Towns Fund secured as a major step in bringing forward residential development in the town centre
- Gas showroom site in West Bromwich disposed to housing association for residential development and significant land asset in town centre acquired for mixed residential development
- Progress to review the Black Country Plan has been on track until recent obstacles, which may put further progress at risk and therefore a this is red risk
- Average time taken to complete all responsive repairs – 15.62 days. This under-performance reflects a backlog of repairs built up over the pandemic period and is being tackled through additional contracts to increase number of repairs completed.





Existing Estate

- New soft and hardware for conducting home checks rolled out to support operational model and 2,000 homechecks completed
- Building Safety Board is monitoring a compliance dashboard with significant progress against electrical safety target
- 500 council homes are being retrofitted using external and internal funding
- 30 year HRA Business Plan development has commenced
- Tenant and Leaseholder Scrutiny Group fully operational with agreed 12 month work plan
- Training rolled out to tenant volunteers for the new Tenant Auditor Programme





Existing Homes

- Number of private sector properties reported to be in state of disrepair with a positive resolution – 142 closed cases over the past quarter, resolving issues through advice, informal action or formal action. Currently 232 live open cases, 77 new cases in this quarter
- Additional licensing live and enforceable in West Bromwich from 1 July but take-up has been low and a proactive approach to identifying HMOs is being resourced





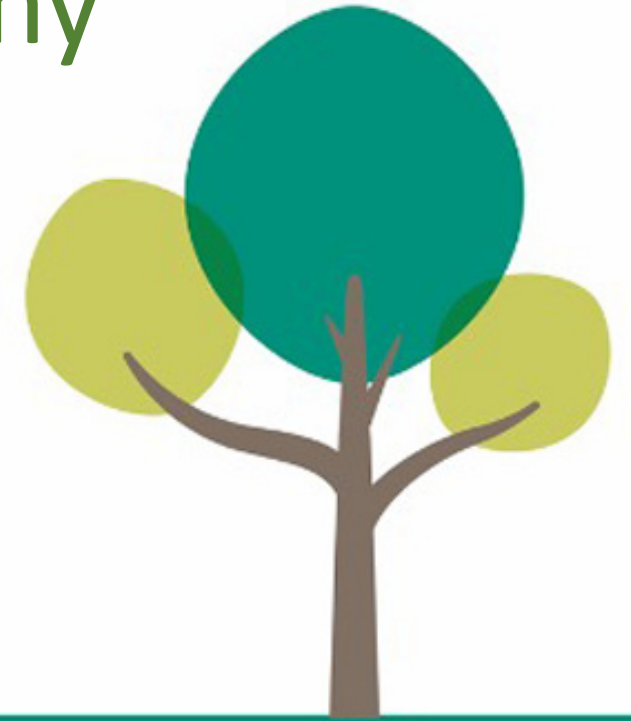
Vulnerable People, Homelessness and Community Engagement

- Homelessness Strategy adopted in June 22, focused on increasing prevention, early intervention and rapid rehousing
- homelessness preventions continue to increase each month, showing impact of new operating model
- Total monetary value of benefits awarded assisted by Welfare Rights Service £3,817,802. Monetary gains are below target level as the service has been instrumental in supporting residents with energy grant payment and enquiries (amounting to only £150, whereas benefit related gains can go into thousands per household. For this reason, total number of people assisted is above target at 3,162).
- Services commissioned to deliver resettlement support to asylum-seekers and refugees from Afghanistan
- Services commissioned to deliver resettlement support to asylum-seekers from Ukraine



A Strong and Inclusive Economy

Quarter 1 Progress





Summary

- We are making good progress in developing an inclusive economy across Sandwell and in maximising funding opportunities and local investment.
- Whilst we have secured funding for some activity we await the outcome of bids submitted to determine further progress.
- The steps taken during quarter 1 will be built upon over the rest of the year and drive further progress in this area.
- There is one action that has been RAG rated red in this Strategic Outcome this relates to the development of a borough plan that feeds into the Black Country Plan.





Spend Our Money and Invest Locally

- Progress has been made in relation to the establishment of an Anchor Network, funding has been secured from the Council's COMF Fund and have appointed a fixed term Anchor Network Co-ordinator to progress this work.
- We have submitted four bids totalling circa £88m to the Government Levelling Up Fund, covering Smethwick, Tipton, West Bromwich and Rowley Regis. Funding decision anticipated autumn 2022.
- We have launched the new Visit Sandwell website
- Sandwell has bid for circa £3m of Black Country LEP Legacy Funding to bring forward the Swan Lane site in West Bromwich for residential development. Awaiting outcome of funding decision from the Black Country LEP Board.
- **Our strategic policy framework is set by the Black Country Plan, the Sandwell Development Plan covers those matters not addressed in the BCP and therefore has to follow the timetable of the BCP with a delay of around 6 months. Due to the uncertain future of the BCP, the impact on the delivery of the SDP is a significant risk as it could mean that we are without an up to date local plan.**





Jobs and Training

- We are working with schools and employers to improve opportunities for young people to access apprenticeships and permanent employment.
- 73.2% (ONS Dec 2021) of the active population of Sandwell are in employment, this has slightly reduced over the last six months but is in line with the West Midlands and Nationally figures.
- There has been a decrease of 5.7% in the number of residents with no formal qualifications (11.2% in Dec 21 compared to 16.9% in Dec 20. This is the lowest figure recorded for the borough in over 20 years).
- Increase of 0.5% in the number of residents with higher level skills (level 3/4 and above) (27.5% in Dec 21 compared to 27% in Dec 20. This is an improvement but there is a large gap between the West Midlands and Great Britain.





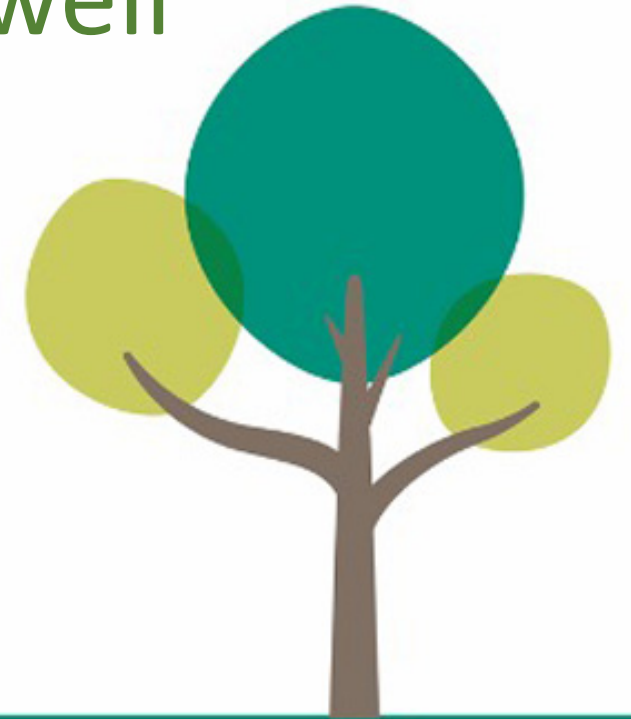
Working with Businesses

- Sandwell's Inclusive Recovery Action Plan for Businesses (IRAPB) was endorsed by Cabinet in March 2022. This was developed in conjunction with local businesses. Funding for additional resources is being sought through UKSPF to support the delivery of the Action Plan aligned to the IRAPB.
- We are working with partners to support the development and growth of business start ups in Sandwell, we are currently recruiting an Enterprise Officer to support this work and have established a working group in Regeneration to further develop activity.
- We have secured additional funding for business networking events.





A Connected and Accessible Sandwell Quarter 1 Progress





Summary

- Overall there has been good progress on key infrastructure projects such as Birchley Island and Blackheath Interchange which are at various stages of delivery. Securing funding for 37 on-street residential charge points which are due for delivery this year shows the strides Sandwell is making in becoming more connected and accessible.
- There has been some slippage on projects due to recruitment difficulties, priority work for the Commonwealth Games and also budget pressures related to inflation . If not addressed these slippages can cause further issues/delays for the projects.
- There is one action that has been RAG rated red, this relates to highway maintenance and is due to budget pressures as a result of inflation.





A connected and accessible Sandwell

- West Midlands Metro extension Phase 1 Wednesbury to Dudley is under construction and the SPRINT Phase 1 A34 is at detailed design stage.
- The £16m capital programme of improvement works is underway at 48 locations in the borough. These will deliver improvements to road safety, congestion, town centres, street lighting, speed reduction, bridge refurbishment, cycling, walking, major route signing. However, progress on this project is constrained by recruitment difficulties and priority work for the Commonwealth Games.





A connected and accessible Sandwell

- The Local Plan and the Local Transport Plan show that projects relating to the improvement of the highway network are to be delivered during their respective plan periods. This will support the local economy and the movement of goods and people across the borough.
- There is a significant budget risk to the delivery of the capital programme for 2022/23 of annual maintenance schemes to renew or repair highway infrastructure (£4.741 Million capital budget) Forecast budget pressures associated with escalating inflation mean that this is now a red risk, an overspend is likely is if the Council is to deliver its planned works.





Key Infrastructure Projects

- All key infrastructure projects are in various stages of delivery, detailed updates to be reported annually.
- Birchley Island is at detailed design phase, statutory procedures relating to land acquisition are required in conjunction with National Highways.
- Funding is secured and the route from Dudley Port Railway Station to Great Bridge is currently in detailed design stage.
- Blackheath Interchange is at a prelim design stage.





Key Infrastructure Projects/ Digital

- Funding has been secured for 37 On-street residential charge points which are due for delivery in 2022.
- Teams are embedding the positive changes made during COVID to improve service delivery and accessibility giving service users greater opportunities to self-help. Teams continue to explore new technologies to support delivery e.g. new telephony system.
- Sandwell are currently working with WM5G to ensure that we maximise opportunities for 5G infrastructure.





Clean & Green

- TfWM and service providers are ensuring all public transport options available locally are as green as possible.
- We are currently working with partner organisations to identify opportunities for infrastructure improvements throughout the borough and neighbouring LAs, so that we can maximise Government funding opportunities.
- Schemes within the Sandwell's Cycling and Walking Infrastructure Plan are in various stages of delivery from prelim design to under construction and will be reported annually.





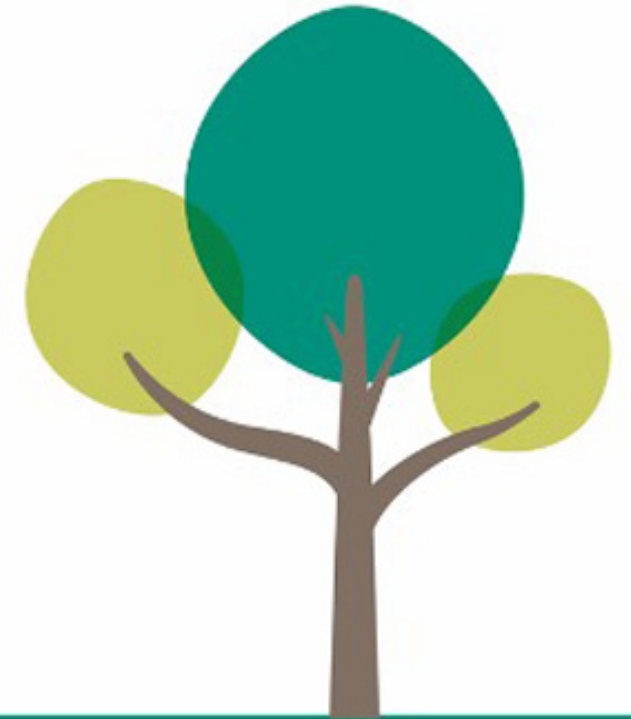
Connected Travel & Partnerships

- Towns Funding has been secured for a Canal and River Trust project in Rowley Regis.
- We are currently on track to deliver towpath and access improvements on Dudley No2 Canal, Birmingham Old Line Canal and Midland Metropolitan University Hospital canal.
- Progress has been constrained by onerous approval processes with National Highways for the programme of works scheduled for 2022/23 of the £30m Birchley Island major junction improvement.





One Council One Team Quarter 1 Progress





Summary

- Progress on access to services with the corporate access strategy; my Sandwell online; colocation with partners and digital inclusion strategy. Also, some progress with organisational development workforce planning toolkit; the wellbeing provision has continued to be developed with the occupational health suite relocated to the council house – wellbeing specialist post created.
- Progress on making use of resources with a corporate commercial strategy has been delayed, the draft strategy will be finalised in October. Progress in listening and accountable with the residents' survey but a delay on the residents' panel. With systems and governance, we now have a corporate PMF agreed as well as a corporate data strategy and have furthered the council organisation structure with a stable leadership.
- There are three actions that have been RAG rated red within this strategic outcome, these relate to the Council's Storage Area Network, the Corporate Data Strategy and delivery of income generation from chargeable garden waste.
- Whilst some slippage of targets is inevitable when managing the number of actions that underpin our Corporate Plan, it should be noted that there are a higher number of amber actions in this strategic outcome than in others. In total there are 20 amber actions in the One Council Strategic outcome.





Access to Services

Corporate approach to improve both the accessibility of Council services and the quality of service:

- Customer Access Strategy development - research commenced on good practice, Project Group and Engagement sessions to be established. Work is commencing slightly ahead of planned target date but will likely go on past January 2023.
- My Sandwell promoted online, when customers come into OCH, through letters and telephone calls
- Exploring options for co-location and close working with key partners as part of discussion on community hubs and what the council offers
- Digital Inclusion Strategy -Additional funding secured to support the development of Digital Inclusion Strategy and work to tackle digital exclusion





Organisational Development

Invest in a range of opportunities, qualifications and experiences for our workforce: –

- Workforce Planning Toolkit shared with some DMT's and Service Areas. Will continue to share across the wider Council.
- Developed new workforce planning framework and methodology for deployment across the organisation - Review current position of workforce plans across the Council.
- Equalities Strategy and Action Plan being developed which will help us to enable all our staff to fulfil their full potential and have opportunities to progress within the organisation regardless of their protected characteristics.
- The Wellbeing provision has been captured using a 4 pillar approach: physical, mental, financial and social. This will continue to be developed. The Occupational Health suite has now been relocated into the Council House. The Wellbeing Hub, a dedicated space, has been created within the refurbished Council House. A Wellbeing Specialist post has been established and is actively being recruited to.
- The Council's current IIP accreditation has expired. Recognising the current position, once the Improvement Plan has begun to embed, the Council's future IIP journey will be revisited.





Council Organisational Structure

- Permanent and stable team of directors, to complement this work is ongoing to design a set of principles to ensure consistent standards of control in relation to further work on organisational design.
- We will be recruiting a permanent Chief Executive in Autumn/Winter 2022.





Making the Most of Our Resources

We are on track to introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules by September 2022.

The Corporate Commercial Strategy - There is a draft strategy but the activities within this workstream have been reordered which means the strategy needs a further review with the aim of finalising in October. Training has been delivered (which was due to happen later but was brought forward) and 5 strategic business cases are being developed which are due to be completed in September (Amber risk)

Corporate Asset Management System - Some modules may have to be implemented after December deadline due to tight timescales. Vital modules expected to be implemented on time.

Medium Term Financial Strategy - The MTFS is updated on an annual basis. A fundamental review of the current MTFP is underway and the outcome of this will be reported to Cabinet in the Autumn.





Listening Learning & Accountable

- Residents Panel – establish and manage the mechanism for engagement with residents across the borough to inform decision making. Procurement exercise to appoint external research capacity to facilitate Residents Panel failed to attract suitable providers. A cross-council working group has been established to develop alternative approach for Residents Panel, including bringing together existing research/consultation activities and intelligence. AMBER rating reflects slippage in set timescale for development of Residents Panel - proposals to be developed in Autumn for consideration by Leadership Team. Suggest new date of March 2023.
- Sandwell Wellbeing and Perception Survey was launched in June 2022 - this is facilitated by an external research organisation who will ensure the responses are demographically representative. A Budget Consultation exercise will be launched in July in time to feed into the budget setting process in the Autumn.





Systems and Governance

- Corporate Performance Management Framework approved by Council in April 2022 which includes both operational and strategic measures across the authority. First quarterly reporting due to Cabinet in September 2022. An amber rating reflects the lack of a dedicated resource for this workstream.
- There is now a significant delay in refreshing the Council's Storage Area Network (SAN) due to the unavailability of key components caused by global supply chain challenges. No delivery date of the equipment is available. Extensive communication and engagement with our delivery partner and the hardware manufacturer is ongoing to either be given a definitive delivery date or look at a slightly different configuration - without any cost or implication to the council.
- Corporate Data Strategy to define and deliver our approach to Business Intelligence has Red rating. Resource currently focused on embedding the Improvement Plan, Corporate Performance Management Framework, and performance against delivery of the Corporate Plan. Attention in Q2 will turn to how the information being generated via these routes informs the design and implementation to a strategic approach for utilising business intelligence.
- Review of governance arrangements will be completed. Outcome of phase three to be reported to Cabinet in December 2022 - First update Q3
- Most of Equalities Team have been recruited and working on strategic approach to EDI Agenda.
- Corporate Governance Training Programme for Officers and Members -delay to the Corporate Governance training was due to Council not approving the revised CPRs until July (original target date was April). Now this has been approved the finance and procurement elements of the training will be delivered during September (Amber risk).
- The action relating to the delivery of income generated from chargeable garden waste Option B through spend to save proposal, has generated £9,700 for 2021/22 so red against the efficiency target of £170,000.

