

Children & Education - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
CH1	B11	To deliver the requirements of the special educational needs and disability (SEND) Code of Practice and innovate our services across local area to meet needs of C/YP with SEND in Sandwell. Sandwell has seen a 48% increase in C/YP with EHC Plans since 2019, staff capacity to support C/YP and deliver timely EHC Plan within statutory timelines is now a red risk.
CH2	B10	Work collaboratively with partner agencies across Health, Children's Trust and Adults Social Care to prepare children/young people with SEND for adulthood from an early age.
CH3	B11	To work across agencies to deliver improvements specified in the SEND Operations Board Development Plan and meet aims of the SEND Strategy. Priority areas are: Quality Assurance of Statutory Responsibilities, workforce development, improving provision within local area and improving attainment and progress of C/YP with SEN
CH4	B9	Ensuring the Council maintains a safeguarding oversight of all Children and Young People
CH5	B4	Attendance is Everybody's Business: Supporting schools to Improving school attendance and reduce persistent absence
CH6	B3	Ensure that every child in Sandwell has access to a place in a good or outstanding school
CH7	B11	Maintain the continued and sustained improvement of SEND Transport
CH8	B5	To challenge and support schools to raise standards in all key stages to close the gaps with national. Increase the proportion of schools and academies rated good or better by Ofsted
CH9	B1, B2	To ensure that all children have a good start to their education by attending good quality early years provision

Children & Education - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
CH10	B9	Improve the quality of Personal Education Plans (PEPs) so that funding is appropriately targeted to meet the needs of all Sandwell Children in Care; particularly in closing the attainment gap to peers (LACE Virtual School).
CH11	B1	Deliver the Family Hubs Programme, creating a network of Family Hubs and spokes which provide services for children 0 - 18 (25 if SEND)
CH12	B6, B10	Lead on the implementation of the Early Help Strategy in partnership with Sandwell Children's Trust, SCVO and Krunch
CH13	B12	Deliver Phase 2 of Emotional Wellbeing Grant Programme for children and young people
CH14	B9	Deliver the Corporate Parenting Action Plan, continuing to review and strengthen the corporate parenting function and governance arrangements
CH15	B8	Continue to support Sandwell Children's Trust to improve the quality of children's social care through robust contract monitoring and management

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
	Short Term	
ASC. 1	L18	Operating model for intermediate care services.
ASC2	L14	Prioritisation and delivery of Discharge 2 Assess Action Plan.
ASC. 3	L18	Joint Equipment Stores site development and relocation of Community Alarms.
ASC. 4	L18	Options appraisal on STAR service due to impact of Discharge 2 Assess.
ASC. 5	L18	To upgrade the Walker Grange accommodation and communal areas in order to provide a modern service at the Grange.
ASC. 6	L16	Review and option appraisal for in-house day service offer.
ASC. 7	L8	To continue to monitor demand on Enquiry Service in light of current economic situation. Especially in relation to cost of living crisis and fuel crisis.
ASC. 8	L7	To ensure all Adult Social Care web pages have been updated to provide easily accessible information, advice and guidance.
ASC. 9	L17	A review of Safeguarding Improvement Plans.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 10	L6	Embedding Strengths Based Practice Project.
ASC. 11	L18	<p>Establish a programme of complete actions required for the transformation of social work and therapy including the following elements:</p> <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care
ASC. 12	L17	<p>Liberty Protection Safeguards (LPS) will replace Deprivation of Liberty Safeguards (DoLS).</p> <p>LPS will provide a framework for people aged 16 and above to determine whether a deprivation of liberty is necessary and proportionate to enable care or treatment for the individual.</p>
ASC. 13	L14	The Local Authority will need to implement the Charging Reform. As part of the charging reform a Care Cap is being introduced on the amount a person with eligible care and support needs, will spend on their care in their lifetime.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 14	L18	Realignment of intermediate Social Work Team with Community Social Work Teams.
ASC. 15	L18	Seamless Transition from Children's services to Adult's services. Map out the current transitional model.
ASC. 16	L21	Develop a comprehensive workforce strategy for social work and therapy to improve recruitment and retention.
ASC. 17	L6	Produce an up-to-date market position statement.
ASC. 18	L18	Agree a position in response to market requests for uplifts and agreed annual increases.
ASC. 19	L18	Fair Cost of Care Exercise. Implement outcomes of mandated cost of care. Undertake cost of care exercise for supported living market.
ASC. 20	L16	Implement new Day opportunities model across the market.
ASC. 21	L18	Commissioning Place Based Model - map current commissioning model and activity across place to identify any duplication or gaps. Establish a Place Based Commissioning Board.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 22	L18	Identify resources to scope, develop and rollout digital offer and integrated communications. Initial implementation focussed on in-house services
Medium Term		
ASC. 23	L18	Established intermediate care service in relation to social care operating models.
ASC. 24	L18	Monitor progress against key performance indicators through performance management dashboard.
ASC. 25	L18	Implement agreed STAR operating model integrated with ICares to deliver intermediate care at home.
ASC. 26	L18	Re-commission PIP Pathway, Domiciliary care provision to deliver outcomes focussed reablement support alongside intermediate care at home service.
ASC. 27	L19	Implement agreed Carers Strategy and Delivery Plan. Review current commissioned services to ensure fit for purpose and agree revised commissioning plan.
ASC. 28	L18	Develop a Co-production Strategy with place-based partners, citizens and carers.
ASC. 29	L18	Walker Grange Work undertaken to implement upgrade and develop dementia offer.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 30	L16	Implement outcome of the options appraisal for both community and building based day service offer.
ASC. 31	L7	To continue updating the Adult Social Care web pages as and when required throughout the year. Adding accessibility elements to the website to support residents access information on the website.
ASC. 32	L17	Adult Social Care response to Sandwell Safeguarding Adults Board Strategic Plan.
ASC. 33	L6	Embedding Strengths Based Practice Project.
ASC. 34	L18	<p>Implement the transformation programme identified for social work and therapy:</p> <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 35	L17	Implementation of the operational model in relation to Liberty Protection Safeguards (LPS).
ASC. 36	L14	The Local Authority will need to implement the Charging Reform. As part of the charging reform a Care Cap is being introduced on the amount a person with eligible care and support needs, will spend on their care in their lifetime.
ASC. 37	L18	Seamless Transition from Children's services to Adult's services. The intention is to create a seamless and robust pathway from a child-centred care system to adult strength based orientated services.
ASC. 38	L21	An approved and resourced workforce strategy for social work and therapy is in place.
ASC. 39	L18	Agree a position in response to market requests for uplifts and agreed annual increases.
ASC. 40	L18	Fair Cost of Care Exercise. Implement outcomes of supported living cost of care. Undertake cost of care exercise for day services and complex residential care.
ASC. 41	L18	To rollout the Implementation of the E-brokerage system to support the wider social care provision.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 42	L18	Commissioning Place Based Model - Agree a Market Development Strategy which defines current gaps in provision and how these will be addressed across place together with agreed commissioning priorities for development.
ASC. 43	L18	Identify resources to scope, develop and rollout digital offer and integrated communications. Testing market and digital rollout.
	Long Term	
ASC. 44	L18	Established intermediate care service in relation to an integrated offer across all partners.
ASC. 45	L18	Implement agreed STAR operating model integrated with ICares and Harvest View to deliver intermediate care at home.
ASC. 46	L20	Review and refresh Carers Strategy.
ASC. 47	L18	Walker Grange fully developed and modernised.
ASC. 48	L7	Re-review and update Adult Social Care web pages to continue providing easily accessible information, advice and guidance.
ASC. 49	L17	A new Sandwell Safeguarding Adults Board Strategic Plan to be in place in 2024 and action plan to be reviewed and revised from an Adult Social Care perspective in response to the new strategic plan.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 50	L17	<p>Adult safeguarding improvements in practice and performance.</p> <p>Monitor progress and review need for new actions.</p>
ASC. 51	L17	<p>Embedding learning from Safeguarding Adult Reviews and Serious Case Reviews.</p> <p>Establish a clear procedure for learning in Sandwell for all levels of Adult Social Care to disseminate information and raise awareness.</p> <p>Frontline practitioners to be clear of the organisations approach to learning and developing a culture of learning.</p>
ASC. 52	L6	Embedding Strengths Based Practice Project.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 53	L18	Review progress and refresh the transformation programme identified for social work and therapy: <ul style="list-style-type: none"> • Integrated Town Teams • Reviews • Liberty Protection Safeguards • Community DoLS • Workforce Strategy • Staff Survey • Charging Reform • Adult Social Care Process and Procedures • Direct Payments • Appointeeship • Adult Social Care Restructure • Creation of Learning Disabilities/Autism Team • Continuing Health Care
ASC. 54	L17	Implementation and review of Liberty Protection Safeguards (LPS).
ASC. 55	L14	Implementation of Charging Reform/Care Cap.
ASC. 56	L18	Seamless Transition from Children's services to Adults services. Robust pathway for Looked After Children (LAC) and Care Leavers who may be eligible for adult social care services.
ASC. 57	L21	An approved and resourced workforce strategy for social work and therapy is implemented.

Adult Social Care Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
ASC. 58	L18	Agree a position in response to market requests for uplifts and agreed annual increases.
ASC. 59	L14	Go live with supported living framework.
ASC. 60	L18	Commissioning Place Based Model is in place.
ASC. 61	L18	As technology develops continued review of new opportunities available for deployment.

Public Health - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
PH.1	L11	Drug Misuse Services
PH.2	L11	Alcohol Misuse Services
PH.3	L5, L11	Healthy eating and weight management
PH.4	L2, L3	Going support with vaccination programmes (COVID and flu)
PH.5	L1, L3, L4, L5, L7, L9	Healthy Sandwell advice and referral service and Health Checks service
PH.6	B10, B12, L2, L9, C1, L4, L5, L6, L7	Investment and support of community mental health programmes
PH.7	L2, L3, L6, L7	Outbreak management
PH.8	B1	Public Health support to babies and parents
PH.9	B6, B7, B11, B12, B10	School Nursing
PH.10	L1, L7	Stop smoking support
PH.11	L6, L7	Public Health marketing campaigns

Public Health - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
PH.12	L5, L6	Inclusive cycling programme
PH.13	L5, L6	Sandwell Stride programme and digital app-based walking offer
PH.14	L5, L6	Greenspaces Utilisation
PH.15	L1, L2, 11, C16, C17, C18, C19	Engagement of faith sector in Public Health work
PH.16	B10, B12, L5, L6, L9	Expand the Charter Mark framework into the Voluntary and Community Sector
PH.17	B6, B10	Relationship and Sex Education
PH.18	L4,L5,L7,L16,L17,L18	Falls Prevention
PH.19	C1, C4	Community champions programme
PH.20	L1	Air Quality

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
	Short Term	
BE.1	A1	Deliver the 2022/23 £16m highways capital programme of improvement works (including street lighting, speed reduction measures, bridge refurbishment, major route signage, cycling and walking schemes) underway at 48 locations in the borough.
BE.2	A6	Support the delivery of the programme of works scheduled for 2022/23 of the £30m Birchey Island Major Junction Improvement.
BE.3	A2	Deliver the capital programme for 2022/23 of annual maintenance schemes to renew or repair highway infrastructure prioritised in red risk condition (HIAMP) £4.741 Million capital budget
BE.4	C11, C13, C14	Replace 4,000 high energy street lighting lanterns with low energy LED lighting and computer management, providing the same lighting levels
BE.5	C16	Work with partners to support the reduction in road traffic accidents through identified highway improvements, education, campaigns and enforcement on roads throughout the Borough
BE.6	C14	Serco to provide and deliver street cleansing transformation plan to improve standards of street cleansing across the Borough.
BE.7	C15	Serco to provide and develop recycling and behavioural change plan for 2022/23
BE.8	C14	Delivery of the Serco fleet replacement programme 2022/23

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
BE.9	C14	Review waste client team to develop & modernise the monitoring of street cleansing and waste collection standards.
BE.10	O18	Delivery of income generated from chargeable 2 nd garden waste bin through spend to save proposal.
BE.11	C14	Implement the contract provision for a benchmark review of the baseline of waste and street cleansing specification.
BE.12	C13	Review the Council Fleet and develop a replacement plan for Low Carbon Vehicles by 2030
BE.13	C8, C9	Complete Contract Agreement in relation to the development/build and delivery of a new Discover Sandwell DMS website. Commence roll-out of Project Delivery Plan (building/training/launch)
BE.14	L4	Develop a sustainable plan for the delivery of leisure services. Including; a) Resolution of Business Plan matters with SLT, b) Resolution of contract / finance matters with Places Leisure
BE.15	L4	Develop a plan for the successful operation of the new San a) Legacy Mode O, c) Viable Management solution / operator outcomes, b) Robust Revenue Modeldwell Aquatic Centre, including;

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
BE.16	C8	Finalise Commonwealth Games Physical Activity, Health & Wellbeing Legacy Plan
BE.17	C16, C20	Review existing policies in response to National Statutory Taxi and private hire vehicle standards adding greater focus on the powers to protect children and vulnerable adults.
BE.18	C8	Deliver a successful programme of cultural & events activities and deliver a Live Site to maximise the community engagement and realise benefits from Commonwealth Games 2022. Establish a legacy plan.
BE.19	C5	Develop and deliver a long-term trees strategy for Sandwell Council
BE.20	C10	Develop an initial refine/relaunch of the offer at Sandwell Valley for 2022/3
BE.21	C10	Reduce council subsidy to Lightwoods House and deliver clear 3-year business plan to net zero subsidy
BE.22	C9	Programme of cultural events and activities across all libraries and museums including at Sandwell Live Site for Commonwealth Games
BE.23	C8	Implementation of Tourist Information Points in Libraries and Museums to support the hosting of the Commonwealth Games
BE.24	C15	Develop options for the introduction of a recycling service for high rise residential buildings in the Borough

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
	Medium Term	
BE.25	C16, C20, H8, H13, C19	Work with partner agencies to develop and build the Anti-Social Behaviour response pilot, to develop our multi-agency response to Anti-Social Behaviour
BE.26	C16, B6	Commission bespoke community-based support for children experiencing Domestic Abuse
BE.27	C16	Development and Implementation of new Domestic Abuse Strategy 2021-24
BE.28	C16, H12, H13, L17	Implementation of Delivery Plan for New Burdens Funding for support in safe accommodation
	C16, L17, B6, B7	Development and implementation of new Prevention Of Violence Exploitation (PoVE) Plan and Strategy 2023-26
	C13, C14, C19, C20	Continue to develop the approach to tackle environmental crimes such as littering and fly-tipping. Utilising an intelligence led approach to identify 'hot-spots' of environmental crime and targeting deployment of resources to increase enforcement activity to ensure the streets of Sandwell are clean and free from waste.

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
C8		Implement CWG Health & Wellbeing Legacy Plan
C10		Start to develop a draft masterplan for Sandwell Valley
C13		Serco to deliver the undertaking to roll out electric street cleansing vehicles by 2030 and HGV's by 2035. Participation in pilot projects to test other green vehicles for use on refuse collection and street cleansing.
C7		Delivery of Libraries and Archives Strategy including rollout of Library+ (a new model of delivery)
C2		Delivery of West Bromwich Quarter (Town Hall and Central Library) Project – subject to approval from DLUHC
	Long Term	
BE.36	C2, E3, E4	<p>Potential opportunity – aligned to a successful Phase 1 Programme and subject to Cabinet approval/external funding provision – to develop/deliver a Phase 2 / 3 programme of works (part of a wider Cultural Quarter Project/Action Zone) and aligned to the Council's Corporate Plan/West Bromwich Master Plan.</p> <p>There is also potential to further develop a current vacant area of land owned by Sandwell Council – and directly adjacent to Central Library – with the creation of a new Archive and Story-Telling Centre</p>

Borough Economy - Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
BE.37	C20	Compliance activities to monitor Taxi Licence holders and those licenced and operating in Sandwell under the Gambling Act 2005, Licensing Act 2003 and The Scrap Metal Dealers Act 2013 are compliant with relevant legislation, licensing objectives and conditions of licence. Those licence holders found to be non-compliant will face enforcement action.
BE.38	C8	Continue implementation of CWG Health & Wellbeing Legacy Plan

Housing – Corporate Plan Commitments

BP Ref NO	CP 2023 Reference	Directorate Action
H.1	H4	Review of the Housing Offer for Young People, including Care Leavers
H.2	L18	Develop an alternative operating model for Shop Mobility
H.3	H3	Implement revised policy statements to maximise the use of Disabled Facilities Grant funding
H.4	H3	In Partnership with Adult Social Care, access the Housing Transformation Fund to support Independent Living
H.5	H14	Preparation and compliance with new regulatory requirements as set out by the Housing Regulator & Building Safety Regulator
H.6	H17, H13	Respond to findings from the tenant satisfaction survey to improve the customer journey for access to housing services
H.7	H14, H12	Refresh the Asset Management Strategy for HRA stock
H.8	H13	Continuation of major refurbishment programmes to High Rise blocks including the installation of sprinklers and CCTV
H.9	H10	Pro-active enforcement of Standards across Private Rented Accommodation

Housing – Corporate Plan Commitments

BP Ref NO	CP 2023 Reference	Directorate Action
H.10	H10	Implementation of Empty Homes Strategy
H.11	H15	Bid for funding and delivery of projects to retro fit properties to support climate change objectives
H.12	H16	Resettlement of new arrivals to Sandwell via the asylum dispersal and other resettlement programmes
H.13	H16	Become an awarded Council of Sanctuary, as part of being recognised as a Borough of Sanctuary
H.14	H7, H8	Delivery of Homeless & Rough Sleepers Implementation Plan
H.15	C13	Plan for replacement of diesel fleet with sustainable fuel vehicles
H.16	E10	Generate work experience and apprenticeship opportunities within Housing Services and through strategic partnerships

Regeneration & Growth – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
RG1	L10	Develop and implement council-wide programme of carbon literacy
RG2	L10	We will deliver the Active Travel projects funded by both Towns Fund Programme and City Region Sustainable Transport Settlement
RG3	C2	We will deliver the agreed Town Deals in collaboration with our partners (NHS, Sandwell College, Canal & River Trust) across Rowley Regis, Smethwick and West Bromwich
RG4	C8	We will develop and commit to delivering a Commonwealth Games Legacy Plan which ensures sustainable economic, wellbeing and cultural benefits of the Games for our communities.
RG5	C8	We will deliver the Legacy Build phase for the Sandwell Aquatics Centre and make facility available for public use from Summer 2023.
RG6	C11	Produce Corporate Climate Change Action Plan to ensure we can meet our 2030 and 2041 targets for carbon neutrality
RG7	C11	We will invest and improve the EV Charging Infrastructure in the Borough
RG8	H1	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.
RG9	H1	We will work with Housing Associations to increase the supply of affordable homes across the Borough.
RG10	E1	We will work with our partners to spend local wherever possible and make long term investment decisions that benefit our borough

Regeneration & Growth – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
RG11	E2	We will work more closely with strategic businesses to develop shared opportunities
RG12	E4	We will work proactively with our partners at the West Midlands Combined Authority and with central government to secure appropriate funding opportunities to deliver Sandwell regeneration projects.
RG13	E5	We will develop a new local plan for the borough to ensure development takes place in appropriate locations, including housing, employment opportunities, amenities and community facilities.
RG14	E6	We will develop and deliver the projects within the approved Regeneration Pipeline.
RG15	E7	We will deliver the Economic Plan for Sandwell to support businesses and grow the local economy.
RG16	A5	We will continue to develop and deliver projects that reduce barriers to the use of public transport and sustainable travel choices including working with Transport for West Midlands in relation to bus and metro provision and the Rail Alliance.
RG17	A5	We will continue to implement Sandwell's Cycling and Walking Infrastructure Plan and deliver a programme of infrastructure improvements across the borough.
RG18	A7	We will continue to deliver our key transport infrastructure projects, namely the major upgrade of Birchley Island, metro corridor walking and cycling programme, and Blackheath interchange.

Regeneration & Growth – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
RG19	A8	We will ensure Sandwell is well placed to support the move towards electric vehicles by delivering key infrastructure requirements.
RG20	O19	We will implement a new Corporate Asset Management system to ensure the Council has sufficient, comprehensive information to make best use of its assets and assist with timely and accurate completion of annual accounts.
RG21	E3	We will develop the levelling up partnership with Government to provide place-based regeneration in Sandwell.

Finance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
F.1	CP06 OC 08	<p>Proposed that this moves to Directorate Business Actions as part of support to the customer journey programme.</p> <p>Customer Journey Programme: Review approach to customer journey to include: Monitor data monthly on customer contact points to understand current demand and adapt services to meet this demand</p> <ul style="list-style-type: none"> • Roll-out self-service kiosks in more customer facilities • Continue to promote My Sandwell to increase online transactions <p>Supporting customer journey by providing additional staffing at OSS</p>
F.2	CP 007	<p>Proposed that this moves to Directorate Business Actions as part of maximising Council Tax income (if it needs to be retained at Corporate Plan action level align to digital strategy ref O11 balanced budget)</p> <p>Undertake quarterly campaign to promote e-billing take-up for Council Tax and NNDR</p>
F.3	CP007	<p>Proposed that this moves to Directorate Business Actions as part of maximising Council Tax income (if it needs to be retained at Corporate Plan action level align to digital strategy ref O11 (balanced budget)</p> <p>Undertake quarterly campaigns to increase Direct Debit take-up for Council Tax and NNDR</p>
F.4	CP05	<p>Proposed that this moves to Directorate level as its a part of a workstream within the Customer Journey Programme</p> <p>Explore options for co-location of Revenues and Benefits and/or close working with key partners as part of customer journey strategy</p>

Finance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
F.5	CP 14 O15	Implement Oracle Fusion and achieve transformational benefits and cashable savings
F.6	E2 O14	Undertake analysis on the Councils spend to: <ul style="list-style-type: none"> • Baseline the amount the Council spends locally • Define local and regional spend • % of council spend spent locally - include InTend information leaflet with Business Rates bills
F.7	CP115 O12	Medium Term Financial Strategy - Review as part of 2024/25 budget process
F.8	O11	Budget Setting each year (including financial benchmarking) to ensure a balanced budget
F.9	O11	Budget Monitoring
F.10	O11	Annual Sign-off of accounts
F.11	O11	Develop and maintain a 12 month rolling cash flow
F.12	O11	Review investment strategy and counterparty options

Finance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
F.13	O18	Reduction of financial transactional activity through a series of end to end process reviews (bank reconciliations, recharges, debtors and creditors)
F.14	O13	Implement Workforce Development Plan for financial services section
F.15	O13	Develop core finance competencies to support Budget Holder Role Profiles
F.16	O13	Repeat Budget Holder Survey
F.17	O11	Delivery of the Transformation Savings Programme
F.18	E2 O14	Carry out regular engagement and training events for local suppliers
F.19	O14	Introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules
F.20	O10	Embed a comprehensive Corporate Governance Training programme for officers and members
F.21	O17	Placeholder for actions around Corporate Transformation Programme and Programme Management Office.

Finance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
F.22	O18	Procurement Pipeline
F.23	O18	Agree a procurement strategy, policy and set of standard contracts
F.24	O18	Develop and embed a contract assurance approach
F.25	O18	Implement the Commercial Strategy
F.26	O9	To refresh the VMWare hosting platform.
F.27	O9	To complete phase 2 of the Local Area Network refresh.
F.28	O9	Carry out a review of the ICT Strategy and produce new for 2022-2025
F.29	O8	To replace the Avaya 'back-office' telephony system with MS 365 Telephony technology
F.30	O9	Deploy new Windows10 build to all users including Always On VPN.
F.31	O9	Deploy Multi-Factor Authentication (MFA) to all users.
F.32	O17	Establish Corporate Transformation Programme and PMO with corporate methodologies to realise savings and service benefits
F.33	O9	Implement the Cyber Security Improvement Plan.

Law and Governance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
LG.1	O4	<p>Implement a Member Development Programme that accords with the needs and ambitions of Councillors</p> <p>Embed a personal development planning process for elected members</p> <p>Delivery of a programme of all Member briefings focused on priority topics</p> <p>Identifying Continuous Improvement activity through conducting Member-Officer survey and using insight to develop the relationship</p>
LG.2	B2	<p>In 2024 many healthcare services including maternity provision will transfer to the New Midland Metropolitan Hospital (MMH) in Smethwick. It is estimated this will impact by creating an additional 5000 registration events in Sandwell. Our registration service will act as a key partner creating new pathways for communication of the necessary support that meet the needs of parents in Sandwell.</p>
LG.3	B5	<p>We will support schools providing work experience places, continue to do exam preparation with our legal professional experience and provide careers advice to students from local schools. Stand at careers fayres for Sandwell schools</p>
LG.4	B8	<p>Legal and Assurance will provide high quality advice, support and training to Sandwell Children’s Trust and assist in improving performance and providing better outcome for children in care</p>
LG.5	E11	<p>Apprenticeships, learning and development opportunities in Law and Governance will help people make everyday choices around not just how they are supported, but also how they choose to live their lives.</p>

Law and Governance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
LG.6	C5	Through our bereavement teams, we will strive to maintain and approve Green Flag status in our cemeteries and crematoria, whilst also working to enhance our existing and new cemeteries and crematoria.
LG.7	C20	We will work with colleagues across the council and be a key player on the board providing strategic advice and strategy to make our communities a safer place
LG.8	O9	New business applications for our bereavement services teams to enable better access for our residents and other service users. Building on the benefits of increased digitalisation of our services
LG.9	O9	Upgraded business applications for our Legal and Assurance team and management of SARs and FOIs.
LG.10	B3	Our school admission appeals service will grow their offer for the delivery of an impartial and independent admission appeals function
LG.11	C1	Undertake a review of Town Working arrangements and governance
LG.12	C1	We will work with elected members to strengthen our Civic and Democratic Engagement
LG.13	O10	The holistic review of democratic governance will be completed
LG.14	O10	The Committee Management System (modern.gov) will be fully implemented and utilised effectively across the organisation and accessed by services users.

Law and Governance – Corporate Plan Commitments

BP Ref.	CP 2023 Reference	Directorate Action
LG.15	H13	The service will support the introduction of the new tenant scrutiny panel and development of links into corporate scrutiny functions
LG.16	O10	Identify continuous improvement activity to ensure that scrutiny and audit continue to add value
LG.17	O10	Design & Deliver a new EDI Strategy

Business Strategy & Change – Corporate Plan Commitments

BP Ref.	New CP 2023 Reference	Directorate Action
BSC.1	O1	Development, delivery and embedding the Corporate Plan and service planning framework – coordinating the corporate approach and embedding the Fairer Sandwell Principles
BSC.2	O1	Lead the refresh of Vision 2030 and development of a performance framework to track progress across the borough
BSC.3	O7	Programme management of the Improvement Plan to address the requirements in the three external reviews and government’s Directions, and manage the updates to ensure effective delivery of the Improvement Plan.
BSC.4	O7	Develop and embed a Continuous Improvement Framework to enable continuous improvement across the council
BSC.5	O8	Develop a Customer Access Strategy that offers a range of high-quality ways to contact the council that meets the needs of all Sandwell residents.
BSC.6	O8	Invest in our customer Contact Centre telephony systems to ensure an efficient and effective system is in place.
BSC.7	O2	We will invest in a range of opportunities, qualifications and experiences for our workforce. We will do this through workforce development plans to ensure our workforce is an enabler for current and future service delivery.

Business Strategy & Change – Corporate Plan Commitments

BP Ref.	New CP 2023 Reference	Directorate Action
BSC.8	O2	We will enable all our staff to fulfil their full potential and have opportunities to progress within the organisation regardless of their protected characteristics by understanding the barriers faced by employees, establishing stakeholder staff groups and implementing the approved workforce action plan.
BSC.9	O2	Develop new workforce planning framework and methodology for deployment across the organisation - Review current position of workforce plans across the Council. Gain sign off from Senior Leadership Team to new approach and agree how this will be rolled out.
BSC.10	O2	(Proposed to re-align to new O2) Review the existing wellbeing provision and look for opportunities to develop further. Create the new OH suite and accessible wellbeing areas. Support and deliver the wellbeing offering by establishing a Health & Wellbeing Specialist role.
BSC.11	O2	(Proposed to re-align to new O2) Develop approach to promote our successful work experience, apprenticeship, intern and graduate programmes, targeting local people to ensure that they are aware of the opportunities available.
BSC.12	O16	Development and delivery of a Corporate Performance Management Framework to identify strategic priorities for the council and delivery of the key outcomes and embed a performance culture across the organisation.
BSC.13	O16	Develop and implement corporate planning and performance management framework to ensure delivery of Corporate Plan

Business Strategy & Change – Corporate Plan Commitments

BP Ref.	New CP 2023 Reference	Directorate Action
BSC.14	O16	Development of a corporate-wide Data Strategy for the council to improve all of the ways we acquire, store, manage, share and use data to help us make more informed business decisions
BSC.15	O9	Digital Inclusion Strategy
BSC.16	O9	<i>Develop Digital Strategy, maximising the opportunities for Sandwell from the WMCA digital roadmap.</i>
BSC.17	O5	Co-production Network – facilitate and grow network across the council as resource to develop co-production in Sandwell
BSC.18	O5	Internal communications channels used to deliver key comms messages to staff on an ongoing basis
BSC.19	O5	Develop a core narrative for the council that can be used as the ‘golden thread’ that articulates the purpose, vision and values of the council. From this a Communications Strategy will be developed.
BSC.20	O5	Manage the corporate approach to consultation and engagement with residents, ensuring that this activity feed into the council’s policy development and performance management framework

Business Strategy & Change – Corporate Plan Commitments

BP Ref.	New CP 2023 Reference	Directorate Action
BSC.21	O5	Ensure changes to services/service improvements are based on customer feedback as well as organisational drivers by engaging with our customers/residents to understand current and future needs of customers, customer groups and identify ways of meeting them.
BSC.22	O8	Customer Feedback Review – implement recommendations to improve customer experience
BSC.23	C1	Bring together governance arrangements and budgets to ensure VCS grants are aligned to corporate objectives
BSC.24	C1	Voluntary Sector Support - ensure grants given to the voluntary and community sector by the council conform to the Voluntary & Community Sector Grant Funding Guidance and Procedures and wider Financial Regulations, and deliver value for money in achieving the council's strategic priorities
BSC.25	O1	Launch and share events with people managers
BSC.26	O1	Alignment of One Team framework values and behaviours in people practices and L&D offer including induction refresh, recruitment and selection.
BSC.27	O1	Appraisal refresh for 2024
BSC.28	O2	Workforce Strategy Approval

Business Strategy & Change – Corporate Plan Commitments

BP Ref.	New CP 2023 Reference	Directorate Action
BSC.29	O2	Workforce Strategy Delivery
BSC.30	O2	Management Development Programme delivery
BSC.31	O2	Senior Leadership Development Programme
BSC.32	O2	Employee Recognition Scheme delivery