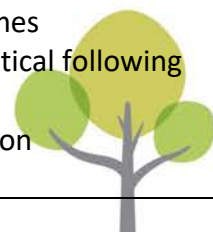


| Strategic Outcomes | Challenges |
|---|--|
| One Council, One team | <ul style="list-style-type: none"> • Balancing the budget • Developing and implementing the new operating model and transformation agenda • Digital evolution • Digital exclusion • Embedding senior management restructure • Strategic communication • Mental wellbeing of staff • Equalities Commission • Updating our governance arrangements |
| Best Start in Life for Children and Young People | <ul style="list-style-type: none"> • Rising poverty and household stress, notably food insecurity • Increasing safeguarding concerns and need for family support • Young people disproportionately affected • Lost teaching in pandemic worsening existing education gap and risk of NEET increasing |
| People live well, age well | <ul style="list-style-type: none"> • Widening health inequalities • Pandemic gravely affected specific groups, notably BAME and disabled people • Mental health and social isolation • Promoting wellbeing and preventing the need for longer term support. • Integrated care • Vaccination take-up and risk of localities where Covid persists |
| Strong, Resilient Communities | <ul style="list-style-type: none"> • Rising reliance on benefits, poverty, debt and inequality • Impact on our high streets • Anticipation of increasing homelessness • Building on the increase in civic participation • Digital exclusion exacerbated • Action to address climate change as an organisation and in the community, a green recovery • 40% increase in waste collection |
| Quality Homes in Thriving Neighbourhoods | <ul style="list-style-type: none"> • Aspiration for new build programme delivering green, environmentally-friendly and affordable homes • Fire safety in our high and low-rise blocks critical following Hackitt Report • Vulnerability in private rented accommodation • Isolation of families in high rise blocks |



| | |
|--|---|
| A Strong, Inclusive Economy | <ul style="list-style-type: none"> • Low Wages, Low Skills, and higher levels of deprivation • Meeting additional skills and retraining needs • Increasing need for digital skills and equipment • Increasing need for enhanced support for businesses • Disadvantaged groups being left behind • Impact on high streets and other economic scarring • Maximising government funding opportunities |
| A connected and accessible Sandwell | <ul style="list-style-type: none"> • Continuing development of sustainable travel opportunities to build on increased walking/cycling • Securing funding/investment and delivering major transport projects • Implementing 5G infrastructure |

