

The Best Start in Life for Children and Young People

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
First 1000 Days	B1	We will promote the importance of communication and language to parents, and we will provide earlier support to children who need it.	CH11	Deliver the Family Hubs Programme, creating a network of Family Hubs and spokes which provide services for children 0 - 18 (25 if SEND)	On Track	Family Hub model has been signed off and includes 7 main family hubs, spokes, specialist spokes and mobile spokes. Mapping is complete and spoke locations identified. The number of partners working from family hubs and or delivering services from family hubs has increased: 4 additional stakeholders and additional health clinics across Sandwell. Close working with SCT to ensure families receive support as soon as possible. Families known to SCT are made aware of Family Hubs for ongoing support when statutory support is no longer required. Strategic Lead for Early Help and Family Hubs work closely together and meet fortnightly. Lead for Family Hubs joined Strategic Lead for Early Help in a monthly meeting with all Head of Service's from SCT and an action was set for all statutory teams to visit or hold a Team mtg in the Family Hubs during January 2024. Strengthening Families locality teams and Family Hub teams are closely aligned and meet regularly.
			PH8	Public Health support to babies and parents	On Track	Sandwell achieves 97.9 of their new birth visiting, against a national average of 97.6. Percentage of 6-8 week reviews completed: Sandwell achieves a remarkable completion rate of 94.1% for our 6-8 week checks, surpassing the national average of 80.2%. This showcases our commitment to promptly engaging with families and conducting essential assessments within the recommended timeframe.
			BE5	Deliver Play, Talk, Read in all libraries	On Track	126 sessions delivered
			BE6	Increase library membership of under 5's through Sandy Bear project	On Track	969 active members
	B2	We will seek additional support for social mobility projects that address early language, with an intention to increase aspiration and ability.	CH9	To ensure that all children have a good start to their education by attending good quality early years provision	Medium Issue/Slippage	Participation campaign shows signs of impact. Two year old uptake increased to 75% and 140 more 3&4 year olds are being funded in PVI nurseries. 96% of PVI and Child Minders are rated Good or better by Ofsted.
Ready for School	B3	We will provide enough good school places that offer families choice and confidence that their children can experience high quality education and achieve good outcomes.	CH6	Ensure that every child in Sandwell has access to a place in a good or outstanding school	On Track	Work to align specialist place planning is supported by the needs assessment which is being undertaken as part of the SEND Transformation Plan
			ACE 27	Our school admission appeals service will grow their offer for the delivery of an impartial and independent admission appeals function	Medium Issue/Slippage	Annual school appeals have now concluded and the manager role has been appointed to. Further work is ongoing to ascertain charging rates and review processes to ensure that efficiencies can be made and vacant roles are filled to be able to grow our offer.
	B4	We will work with our partners, and the wider community, to support schools to improve attendance and reduce persistent absence	CH5	Attendance is Everybody's Business : Supporting schools to Improving school attendance and reduce persistent absence	On Track	DfE Advisor to step down support offered to Sandwell as sufficiently reassured of progress made Sandwell's "Working Together to Improve School Attendance" model as envisaged by DfE. Attendance is now in line with national averages Targeted support meeting approach working well School Attendance Service working with Sandwell Residential Education Service to pilot focused support for vulnerable cohorts
	B5	We will work with schools and other learning providers to improve educational outcomes for children and young people.	CH8	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.	On Track	Positive picture seen in most of the recent Ofsted inspections, with 2 schools gaining an Outstanding status. No further data update at this point. PEIA project support was launched for remaining strands in January 2024.

B6	We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives.	CH12	Lead on the implementation of the Early Help Strategy in partnership with Sandwell Children's Trust, SCVO and Krunch	Medium Issue/Slippage	The pace of change has not been as swift as the partnership would have hoped in relation to partners offering early help. In response, during November – December 23, the Early Help Partnership have reconfigured to form two arms of the partnership, one strategic and the second operational. The strategic group will represent all key partners and will be accountable for their services' response to early help and act as champions to ensure change within their service. The operational group will offer assurance around quality assurance and will help bring about grass roots change within their service. Meetings of both groups took place in January 2024.
		PH17	Relationship and Sex Education	On Track	Brook has now completed the first quarter of a renewed contract. The contract offers a holistic approach to RSHE and supports: young people directly, the school system, parents/carers and professionals who work with young people. The means of providing support, education and information is through traditional one-to-one, themed youth participating events, online training events, public health events, e-learning modules, information bulletins. This contract has been instrumental in reducing teenage pregnancies in Sandwell with the rate (for the most recent data) indicating an >18 rate per 1,000 in Sandwell of 14.1 compared to 15.2 in the West Midlands Region and just below the England rate (13.1).
B7	We will be a council that understands the impact of adverse childhood experiences and trauma, with a workforce that provides services with compassion and understanding.	PH9	School Nursing	Significant Issues/risks/slippage	Quarter 3 contract reporting has identified issues with delivery of the contract due to staffing levels being below the acceptable threshold. A report has been requested with procurement and DPH advised. Internal action plan currently being implemented to address the under performance and identify next steps.
B8	We will work with Sandwell Children's Trust to improve the quality of children's social care.	CH15	Continue to support Sandwell Children's Trust to improve the quality of children's social care through robust contract monitoring and management	On Track	SCT continues to maintain performance with no KPIs in the red zone in November and only one in October. Regular OPB meeting have taken place and the Strategic Partnership Board meeting took place in November. Contract Sum negotiations commenced in September and a provisional sum has been agreed, it is subject to approval by Cabinet and Full Council.
		LG6	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	On Track	Regular meetings taking place between MO/AD Legal & Assurance and senior officers of SCT. Direct engagement and support provided on a range of high level legal and governance activities relating to the operation of SCT. Comprehensive review undertaken of existing service standards frameworks governing provision of legal services and support to SCT. Detailed report prepared for submission to OPB and SPB. Shared understanding and approach agreed to prioritisation and commissioning activities, improvements made by the MO/AD to operational practices within Safeguarding Team of Legal Services
B9	We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our 'family', and promoting fostering and adoption.	CH4	Ensuring the Council maintains a safeguarding oversight of all Children and Young People	On Track	MASH continuing to work with schools through the DSL Forum to improve support, share best practice and a better awareness of thresholds to reduce unnecessary referrals MASH Education Manager working with SIA's to complete safeguarding reviews Encouraging schools to engage in the early help operational board Working with partners to review the MASH offer with the aim of moving towards an Integrated Front Door
		CH10	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).	On Track	KS1 - Reading 60% only 4% below All Sandwell Children. KS4 4+Eng&Maths 32% up by 11% 2021; Progress 8 -069 Sandwell CiC performing 1/2 grade better than All CiC National.
		CH14	Deliver the Corporate Parenting Action Plan, continuing to review and strengthen the corporate parenting function and governance arrangements	Medium Issue/Slippage	The CiC/CL emotional well-being pilot was due to start on 1st December 23, this has been pushed back and will now start on 8th January 2024 for 15months. 19-21 care leavers who are NEET continues to increase further from 47.1% to 56.3%. CP strategy is currently being coproduced with young people and partners in readiness for March 24.
B10	We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.	CH2	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.	Medium Issue/Slippage	Under our comprehensive transformation programme, we are steadfast in our commitment to co-producing actions with all stakeholders involved. This involves regular, weekly engagements with health partners to foster a truly collaborative approach. Our objective is to fortify the synergy between education, health, and social care, ensuring that every strategy and initiative is co-produced with the full spectrum of expertise and insights. This integrated approach not only aligns with best practices but also ensures that our children and young people with SEND receive a cohesive, well-rounded preparation for adulthood from the earliest stages. Furthermore, our (ECP) recovery plan is in place, and our team is diligently working with health and social care counterparts to craft a forward-looking SEN development plan. This proactive approach is not just about managing new plans effectively; it's also about strategically addressing tribunal cases, ensuring a more seamless and integrated service delivery.

B11	We will ensure that children and young people with SEND can access high quality local services when they need them, by working with partners to ensure there is a comprehensive local offer available to children and families	CH1	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.	Medium Issue/Slippage	In response to the escalating demand for EHC Plans, we have embarked on an active recruitment strategy. This proactive approach is aimed at bolstering our staff capacity, ensuring the timely production of EHC Plans within, or as close as possible to, the 20-week statutory timeframe. It's important to note that the current completion percentage is adversely affected by a historical backlog, which inaccurately reflects our recent improvements. We've made significant strides by appointing a dedicated Tribunal and Mediations Officer. This strategic hire is instrumental, focusing not only on new tribunal cases but also diligently addressing the backlog of prior cases. This role is critical in mitigating risks and ensuring we meet our statutory obligations more efficiently. Additionally, we are actively collaborating with legal teams to reinstate any lapsed processes or protocols. This partnership is vital in ensuring our compliance with legal standards and fortifying our commitment to providing timely and effective support to C/YP with SEND in Sandwell. These concerted efforts demonstrate our unwavering commitment to not only meeting the current needs but also continuously improving our service delivery in alignment with the SEND Code of Practice. Currently, our team is not only focusing on improving performance through our existing SEN recovery plan but is also in the process of refining and updating this plan. The aim is to develop a forward-thinking, co-produced strategy, integrating contributions from educational, health, and social care sectors, to effectively manage timelines and workloads.
		CH3	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	Medium Issue/Slippage	Collaborative efforts across agencies are pivotal in actualising the enhancements proposed in the SEND Operations Board Development Plan and in achieving the overarching goals of the SEND Strategy. Our concerted actions are concentrated on four critical areas. Firstly, we are dedicated to the Quality Assurance of Statutory Responsibilities, ensuring that all statutory mandates are met with the utmost diligence and efficiency. This involves rigorous monitoring and evaluation to maintain the highest standards of compliance and service delivery.
		CH7	Maintain the continued and sustained improvement of SEND Transport	On Track	Work already undertaken to address increasing cost of Travel Assistance include All families currently on transport contact to discuss alternative assistance Review of all existing transport arrangements to identify efficiencies around routing/vehicle occupancy Further work planned to review transport arrangements i.e. Travel Alone/Multiply Addresses/Part-Time timetables Seven key areas have been identified to drive SEND Travel Assistance Transformation Plan • Use of Adult Social Care Fleet: • Review of the Travel Assistance Policy: • SEND 3 Procurement • Budget Management & Forecasting • EHCP & Travel Assistance Eligibility • Data Analysis & Pupil Forecasting • Communication Strategy & Plan Robust governance and monitoring in place with monthly reporting to Leadership Team/Leaders Briefing/Transformation Board & Sandwell Inclusion Board
B12	We will ensure that emotional health and wellbeing support is in place for children and young people.	PH6	Investment and support of community mental health programmes		No update available
		CH13	Deliver Phase 2 of Emotional Wellbeing Grant Programme for children and young people	On Track	Phase 2 is on track to complete in December 2024. Final data is currently being collated. Planning for Phase 3 is underway, awaiting Value for Money panel sign off. Programmes will be delivered until June 2025.

People Live Well and Age Well

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ea it hy Rebuilding	L1	We will identify and tackle health inequalities (especially those which have been widened by the Covid pandemic), including inequalities emerging across vulnerable groups	PH5	Healthy Sandwell advice and referral service	Medium Issue/Slippage	Installation of Health Diagnostic Software continued during Q3 with only 2 GP practice out of 47 still to sign the DPA. Cumulative Uptake of Health Checks also continued to improve to 1796 high CVD risk Health Checks completed which is 30% of target for the Year (6000 HC). 1486 of these Health Checks have been referred to their GPs for further assessment and follow up. Of those people completing the Health Checks 615 referred to Healthy Sandwell for weight management, 571 physical activities, 361 CVD risk above 10%, smokers 57, 16 to alcohol services and 118 to wellbeing services. Healthy Sandwell continued to reach large number of people through various referral pathways and follow up to various Public Health programmes. 5421 contacts made over Q3 with an average of 1807 contacts per month which is above the target of 1600 contact per month. Main areas for referrals were general follow ups, pre-diabetes, health Checks referrals and follow up, Health Fabric, physical activities, general health and wellbeing, stop smoking, sexual health and other Public Health referrals.
			PH10	Stop Smoking Support	On Track	Our quit rate per 100,000 population shows that we continue to engage and support a far higher number of smokers to quit than regional or national levels, however Sandwell's smoking prevalence rate at 21% remains above regional and national levels (13% and 12% respectively). We are working to ensure continued targeted engagement of priority groups known to have higher prevalence of smoking, whilst also delivering a universal digital offer and vapes as a harm reduction method. Work to ensure Sandwell secures further vape supplies is currently being developed through a local bid to the national 'Swap to Stop' scheme. Further work to bolster the reach and capacity of the local smoking cessation service is also underway given the recent announcement of additional grant funding for local smoking cessation services. Whilst we await further guidance from central government, planning discussions and work to prepare for a contract variation and secure approvals is underway. We are also currently recruiting additional enforcement capacity to bolster our response to illegal vapes which remain prevalent in Sandwell. Our young person's service continues to deliver education and prevention sessions across local schools on this issue.
			PH20	Air Quality		No update available
	L2	We will invest in the community, voluntary and faith sector through grants, upskilling and co-development.	PH15	Engagement of faith sector in Public Health work	On Track	The Faith Sector and Inclusion Health Development Officer recruited has been recruited and the Faith Sector Board meetings have been set up and are held bi-monthly. Each of the larger faiths in Sandwell now represented at the Faith Sector Board. New metrics to capture ongoing engagement for this indicator will be established for 24/25.
	L3	We will continue to prepare for emerging Health Protection risks and support uptake of all vaccination programmes to protect our population.	PH4	Going support with vaccination programmes (COVID and flu)		No update available
			PH7	Outbreak Management		No update available
	L4	We will work with our partners, including the community and voluntary sector, to reduce social isolation and ensure people are connected within their local communities and beyond.	PH18	Falls Prevention	On Track	Procurement activity continues to progress with ITT advertisement due to go out early Q4. Public health have committed to fund the programme as it is the only preventative programme in Sandwell that helps to improve strength and balance to reduce falls in the home. Current contract is performing well having received 273 referrals (annual target 300).
	L5	We recognise our responsibility to continue to invest in	PH3	Healthy eating and weight management		No update available
			PH12	Inclusive cycling programme	On Track	The programme was successfully delivered and now has ceased. A provider is being appointed for the summer of 2024 to deliver learn to ride sessions as part of the Cycle More Sandwell Programme and the service is looking at how this can be monitored through performance indicators.
			PH14	Greenspaces utilisation	On Track	In Q3 there were 10 weekly physical activity sessions on offer in parks and open spaces, with 597 participants attending.

		PH16	Expand the Charter Mark framework into the Voluntary and Community Sector	On Track	3 year SLA is now signed and delivery is on track.
L6	We will develop a strength-based approach to further develop a Stronger Sandwell, by working with our public sector partners and voluntary and community organisations.	ASC10	Embedding Strengths Based Practice Project.	Complete	Project Plan with milestones in place.
		ASC17a	Refresh existing market position statement.	On Track	Draft MPS now complete and to go to Commissioning Board for ratification
L6	We will develop a strength-based approach to further develop a Stronger Sandwell, by working with our public sector partners and voluntary and community organisations.	ASC17b	Dynamic market position statement.	Medium Issue/Slippage	No further update to that provided in Qtr. 1 and 2 - Place holder for a link to the Market Position Statement has been included in the refreshed Commissioning Page on the Council Website https://www.sandwell.gov.uk/commissioning but we need to commission or build internally a portal or pages for the Market Position Statement to sit .
		ASC33	Dynamic market position statement.		Duplicate - see ASC17a
		ASC52	Embedding Strengths Based Practice Project.	On Track	Social Care Institute for Excellence (SCIE) will be presenting their findings report to the Director of Adult Social Care, Assistant Directors and Operational Heads in February 2024 and we will then look at the recommendations/next steps to action.
		H2	Develop an alternative operating model for Shop Mobility	Complete	Complete
L7	We will support people to get accessible information and advice about their health, care and support and how they can be as well as possible – physically, mentally and emotionally.	ASC8	To ensure all Adult Social Care web pages have been updated to provide easily accessible information, advice and guidance.	Complete	All pages live on new site. Accessibility rating improved from 350th to 22nd UK councils from old to new pages.
		ASC31	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.	Complete	Website live, continuing to update. We have added elements to support residents to access information. All pages are WCAG compliant.
		BE2	Contract management for leisure services inc. establishment of new LATC	Complete	Complete
		BE8	CWG legacy (cycling, walking, accessibility) delivery of long-term infrastructure (council also go in stronger communities)	Complete	Community sport plan in delivery phase.
		BE9	Develop sustainable business model for Living Well Leisure	Complete	Complete

		BE11	Plan and launch Aquatics Centre	Complete	Complete
		BE12	Programme of cultural events and activities across all libraries and museums	On Track	204 events with 4407 attending
L8	We will continue to support access to food through food banks and opportunities for children in school holidays.	ASC23	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.	On Track	Demand continues to be monitored and does not match capacity. A number of transformation approaches are being considered for the Adult Social Care front door, alongside the implementation of the new corporate contact centre solution due in April 2024. A report will be presented to DMT in February 2024 to consider the resources currently allocated to this service.
L9	We will ensure that we have sufficient mental health provision and we will promote good mental health through a range of initiatives, ensuring equitable access to mental health support.	PH6	Investment and support of community mental health programmes	On Track	The programme of activities/projects focusing on older adults, carers, people with disabilities/long-term conditions, people who are blind or visually impaired, and people who are deaf or hearing impaired continue to be delivered during Q3. Expression of interests have been received and evaluated for projects focusing on Black communities and Eastern European communities with successful projects expected to start delivery in Q4. Total funding allocated to this work to date is £290,550.
L10	We will contribute to better air quality and climate change through raising public awareness, increasing active travel and supporting sustainable transport.	R1	Develop and implement council-wide programme of carbon literacy	On Track	Additional sessions for Assistant Directors booked in for Feb 24. Sessions for Member Steering Group also being arranged.
		R2	We will deliver the Active Travel projects funded by both Towns Fund Programme and City Region Sustainable Transport Settlement	On Track	Programme on track, some amendments due to public feedback following consultation.
L11	We will ensure continued investment into health and wellbeing services including drugs and alcohol, adult obesity and smoking cessation.	PH1	Drug Misuse Services	On Track	The latest drug related deaths data released 19th Dec 2023 shows Sandwell's drug rate deaths has further improved to now just 2.1 per 100,000 population for the latest period 2020-22 (was 2.2 for previous period). This decrease is in contrast to regional and national trends which have both got worse and remain worse than Sandwell levels (5.7 regionally and 5.2 nationally). We know this is due to the enhanced harm reduction and outreach approach which Sandwell has developed in conjunction with system-wide partners. Our developing Recovery offer will also further continue to have an impact on this and we are delighted to have representation from a number of individuals with lived and living experience at our Strategic Drug & Alcohol Partnership (SDAP) meetings. Full info: https://www.ons.gov.uk/releases/deathsrelatedtodrugpoisoninginenglandandwales2022registrations
		PH2	Alcohol Misuse Services	On Track	Sandwell's hospital based Alcohol Care Team have worked closely with community alcohol treatment services to ensure seamless pathways and joined up care. Work to explore more community based engagement events including fibro scanning activity is currently being explored. Identification of alcohol support needs via health check delivery has been recognised as good practice from the national OHID Addictions team who are looking to develop Sandwell as a best practice case study nationally. The vacant Public Health Alcohol Project Manager -new starter to commence Feb 4th 2024.
L12	We will support more people to achieve healthier life choices and be informed around their health through; delivering Making Every Contact Count, Health Checks, the Healthy aging app and access to health interventions through Healthy Sandwell and social prescribing support.	PH11	Public Health marketing campaigns		No update available
L13	We will encourage more people to be healthy through being physically active and eating good nutrition. Through #movemoresandwell, School meal review and weight management support.	PH13	Sandwell Stride programme and digital app-based walking offer	On Track	Walk attendances for Oct – Dec 2023 were 1,465 with an average weekly attendance of 112. One new weekly walk started at Brandhall Community Hub.

L14	We will actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We will tailor the care, support and treatment in response.	ASC2	Prioritisation and delivery of Discharge 2 Assess Action Plan.	Medium Issue/Slippage	Pathway 2 recovery plan projects continue. Two are complete. Progress has been hindered by capacity of Operational HUB leads to progress due to increasing discharge pressures and complexity of discharge needs. A meeting is being held week commencing 29th January 2024 to review progress and map support options to pull back on track. Place leads are reviewing the current program requirements to identify the top 3 key priority areas for 2024/2025.
		ASC35	Implementation of Charging Reform/Care Cap.	On Track	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Milestones and project plan have been aligned to the revised timeframes and regular workstream meetings are in place.
		ASC56	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.	On Track	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Milestones and project plan have been aligned to the revised timeframes and regular workstream meetings are in place.
		ASC57	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.	On Track	The government announced there will be a 2 year delay in the introduction of the Charging Reform for Adult Social Care from October 2023 - 2025. Milestones and project plan have been aligned to the revised timeframes and regular workstream meetings are in place.
		ASC59	Go live with supported living framework.	Medium Issue/Slippage	No further progress since last report but this has no financial implications to the Directorate as financially the supported living market has been stabilised as reported in Qtr. 1. There may be financial benefits by reviewing all supported living placements with a strength based approach and looking to replace support hours with assistive technology. Conscious of capacity in procurement and contract functions to go through approval process for supported living providers wanting to join the framework. Conscious also of demands on Care Management to transfer people who's providers choose not to apply or who are unsuccessful in applying to join the new framework. Day Services framework right now is more of a priority
L15	We will promote access to employment opportunities for people with learning disabilities and those with mental ill health.	PH.6	Investment and support of community mental health programmes		No update available
L16	We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice.	ASC6	Review and option appraisal for in-house day service offer.	Complete	12 week pathway staff team established. Launch presentation being completed.
		ASC20	Implement new Day opportunities model across the market.	Medium Issue/Slippage	Update provided at Q2 remains. We are working on developing improved pathways around Direct Payments before we move forward in terms of diversifying the market. Workshop being arranged to try and resolve some of the issues both from the administration of Direct Payments and the perception in the use and application of Direct Payments by Social Work staff and people who draw upon social care and support
		ASC30	Implement outcome of the options appraisal for both community and building based day service offer.	Complete	Postural care plans being identified per individual in co-production with Health, physio & Occupational Therapists.

L17	We work with people to understand what being safe means to them and work with our partners to develop the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We will make sure we share concerns quickly and appropriately.	ASC9	A review of Safeguarding Improvement Plans.	Complete	The Safeguarding Improvement Plan continues to be reviewed on a monthly basis.
		ASC18	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.	On Track	The current Strategic Plan is until March 2024. Adult Social Care Board members attended the Sandwell Safeguarding Adults Board Development Session on the 15th November 2023 to be part of developing the new Sandwell Safeguarding Adults Board Strategic Plan.
		ASC 19	Adult Social Care response to Sandwell Safeguarding Adults Board Strategic Plan.	Complete	The Sandwell Safeguarding Adults Board Strategic Plan has been reviewed and actions are monitored via the workstreams that are in place.
		ASC11	Adult safeguarding improvements in practice and performance. Monitor progress and review need for new actions.	On Track	There is a further reduction in contact and duty backlogs. Staffing levels have increased and were a full establishment of social workers (agency staff) including extra staffing resource to clear the backlog by the end of the financial year. The permanent recruit of staff is taking place as wider ASC recruitment campaign.
		ASC34	Implementation and review of Liberty Protection Safeguards (LPS).	On Track	Adult Social Care is undertaking work in readiness and preparedness for implementation of Liberty Protection Safeguards - this remains on hold pending government guidance.
		ASC36	Implementation of the operational model in relation to Liberty Protection Safeguards (LPS).	On Track	Adult Social Care is undertaking work in readiness and preparedness for implementation of Liberty Protection Safeguards - this remains on hold pending government guidance.
		ASC37	Liberty Protection Safeguards (LPS) will replace Deprivation of Liberty Safeguards (DoLS). 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.	On Track	Adult Social Care is undertaking work in readiness and preparedness for implementation of Liberty Protection Safeguards - this remains on hold pending government guidance.
		ASC51	Embedding learning from Safeguarding Adult Reviews and Serious Case Reviews. Establish a clear procedure for learning in Sandwell for all levels of Adult Social Care to disseminate information and raise awareness. Frontline practitioners to be clear of the organisations approach to learning and developing a culture of learning.	On Track	We have continued to review the Quality Assurance Framework and continued to deliver bespoke sessions for staff. Recent adult safeguarding audits have identified training for staff and managers across teams. Currently working with Learning and Development to plan safeguarding training for managers and staff.
		ASC1	Operating model for intermediate care services.	Medium Issue/Slippage	Officers from Health and Adult Social Care have been meeting regularly to discuss Intermediate Care. Operating model for STAR and Harvest View in place. Review undertaken with Harvest View admission criteria, with work now moving to the service descriptions on LAS, to ensure they both capture and mirror the services being delivered i.e. crisis, reablement or enhanced assessment. There is currently a draft Intermediate Care Operating Model which requires some amendments following consultation with the Assistant Directors and will need to obtain input from the SWBH Clinical Lead - this has been delayed due to capacity.

ASC3	Joint Equipment Stores site development and relocation of Community Alarms.	Significant issues/risks/slippage	Legal issue with barriers of A1 Clutches still remains - chased on 22/09/23, 29/09/2023, November 2023 and on 22.01.2024 and still awaiting a response. Relocation of Community Alarms will be end of February/March 2024. Meeting with BT on 23.01.2024 and then plan to agree live tests with Jontek in February 2024.
ASC4	Established intermediate care service in relation to an integrated offer across all partners.	On Track	Redesign of STAR in relation to the wider intermediate care offer consultation has commenced and on track to be completed by May 2024. The development of intermediate care and reablement services for Harvest View has been implemented on the top floor which opened January 2024.
ASC5	Established intermediate care service in relation to social care operating models.	On Track	Redesign of STAR in relation to the wider intermediate care offer consultation has commenced and on track to be completed by May 2024. The development of intermediate care and reablement services for Harvest View has been implemented on the top floor which opened January 2024.
ASC7	Options appraisal on STAR service due to impact of Discharge 2 Assess.	Complete	An options appraisal has been completed and agreed at the Directorate Management Team and Joint Partnership Board Meetings as the agreed way forward for STAR, the actual project to deliver the appraisal will be in April/May2024.
ASC15	Establish a programme of complete actions required for the transformation of social work and therapy including the following elements: <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 	On Track	All programme of actions are monitored via the Care Quality Commission (CQC) Action Plan and relevant lead for each of the four themes in the plan. <ul style="list-style-type: none"> • Integrated Town Teams - These have been established in the 6 towns and meet with partners on a regular basis. • Reviews - A dedicated Strength based project for reviews is in place. • Liberty Protection Safeguards - The implementation is currently on hold by the government. • Community DoLS - Processes and procedures are being updated and will be linked to the Tri.x implementation. • Workforce Strategy - has been completed and approved. • Staff Survey - A presentation of the results was presented to DMT and the Op's Managers in order for each Op's Head to discuss with their teams and assist in developing actions on key issues in their areas. • Charging Reform - The implementation is currently on hold by the government. • Adult Social Care Process and Procedures - Tri.x Implementation Project now in place and monitored by the CQC Project Board. • Direct Payments - Adult Social Care has a project team in place and the policies and procedures will be reviewed via the Tri.x Project. • Appointeeship - The policies and procedures will be reviewed via the Tri.x Project. • Adult Social Care Restructure - The Adult Social Care Restructure has been completed. • Creation of Learning Disabilities/Autism Team - The specialist Younger Adults, Learning Disability and Autism team has been created. Project Group will look at the operating model. • Continuing Health Care (CHC) - We are working with partners to develop a robust and consistent CHC pathway for Sandwell residents. We have an identified CHC lead who will lead on the CHC pathway. Project Group will look at the operating model.

ASC16	<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 	On Track	<p>All programme of actions are monitored via the Care Quality Commission (CQC) Action Plan and relevant lead for each of the four themes in the plan.</p> <ul style="list-style-type: none"> • Integrated Town Teams - These have been established in the 6 towns and meet with partners on a regular basis. • Reviews - A dedicated Strength based project for reviews is in place. • Liberty Protection Safeguards - The implementation is currently on hold by the government. • Community DoLS - Processes and procedures are being updated and will be linked to the Tri.x implementation. • Workforce Strategy - has been completed and approved. • Staff Survey - A presentation of the results was presented to DMT and the Op's Managers in order for each Op's Head to discuss with their teams and assist in developing actions on key issues in their areas. • Charging Reform - The implementation is currently on hold by the government. • Adult Social Care Process and Procedures - Tri.x Implementation Project now in place and monitored by the CQC Project Board. • Direct Payments - Adult Social Care has a project team in place and the policies and procedures will be reviewed via the Tri.x Project. • Appointeeship - The policies and procedures will be reviewed via the Tri.x Project. • Adult Social Care Restructure - The Adult Social Care Restructure has been completed. • Creation of Learning Disabilities/Autism Team - The specialist Younger Adults, Learning Disability and Autism team has been created. Project Group will look at the operating model. • Continuing Health Care (CHC) - We are working with partners to develop a robust and consistent CHC pathway for Sandwell residents. We have an identified CHC lead who will lead on the CHC pathway. Project Group will look at the operating model.
ASC21	<p>Commissioning Place Based Model - map current commissioning model and activity across place to identify any duplication or gaps.</p> <p>Establish a Place Based Commissioning Board.</p>	Complete	We have reviewed the Joint Partnership Board and incorporated the Commissioning Board Terms of Reference.
ASC22	Agree a position in response to market requests for uplifts and agreed annual increases.	Complete	There are many separate elements to this including dealing with issues within the existing day services markets.
ASC24	Monitor progress against key performance indicator's through performance management dashboard.	Medium Issue/Slippage	KPI data is live and reported monthly through the Intermediate Care and Care Navigation Program Delivery Group. There is a need to ensure all areas are reporting data in the same format to enable accurate comparison which will be implemented by February's report. Publication of partnership data is now significantly delayed. Craig Watkins, Business Partner – Place Information Team – Performance & Insight is leading this work. This is being chased weekly at the Senior Leads meetings and monthly by the Intermediate Care and Care Navigation Program Delivery Group. Work continues to ensure the Community National weekly Sitrep includes all pathway 2 beds (currently only health beds are reported). A meeting has been requested with Binda Rana to discuss how the required delayed data fields can be built into current SMBC systems. An operational implementation plan for delay reason recording will then be required once data fields are complete.
ASC25	Agree a position in response to market requests for uplifts and agreed annual increases.	Complete	A three year financial plan agreed by Cabinet in August 2022. Also received the Market Sustainability and Improvement Funding to support uplifts to the market which has now been confirmed for a further 2 years.
ASC26	Agree a position in response to market requests for uplifts and agreed annual increases.	Complete	A three year financial plan agreed by Cabinet in August 2022. Also received the Market Sustainability and Improvement Funding to support uplifts to the market which has now been confirmed for a further 2 years.

L18

We will support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support.

ASC28	Develop a Co-production Strategy with place based partners, citizens and carers.	On Track	Again as reported in previous Quarters Co-production remains on track. The Directorates Our Plan has been approved by the Directorate and by Health and Wellbeing Board. This now needs to be implemented. Recruitment for the 2 Commissioning Support Officers is in progress and should subject to approval by VFM panel be going out to the market very soon. Work is also underway in finalising the corporate commitments to Co-production involving a wide range of partners and stakeholders. This will inform the Council Corporate Commitment to Co-production. Attention will then turn to a commitment across Place, but much of the work will already be done with the excellent partnership and stakeholder work already undertaken.
ASC29	To upgrade the Walker Grange accommodation and communal areas in order to provide a modern service at the Grange.	On Track	Accommodation - Contractors due on site week commencing 5th February 2024 - delayed due to electrical panel upgrade required. Once works commence on the 5th February, anticipated time scale is 3-4 months for completion of the remaining 5 Flats.
ASC32	As technology develops continued review of new opportunities available for deployment.	On Track	We continue to review opportunities as progress develops for Adult Social Care across Place and the Integrated Care Systems. The Ethal remote monitoring system has now been procured for use by the Integrated Care Board across the Black Country. Place meeting arranged to agree rollout in Sandwell. Further rollout of digital kit will be linked to Adult Social Care transformation programme as it develops.
ASC38	Realignment of intermediate Social Work Team with Community Social Work Teams.	Complete	The realignment of intermediate Social Work Team with Community Social Work Teams is complete.
ASC39	Fair Cost of Care Exercise. Implement outcomes of mandated cost of care. Undertake cost of care exercise for supported living market.	Complete	Fair cost of Care exercise completed for mandated services and supported living market.
ASC40	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.	Complete	There are no plans to continue with day services and residential care at the moment whilst we explore the framework opportunities.
ASC41	Identify resources to scope, develop and rollout digital offer and integrated communications. Initial implementation focussed on in-house services	On Track	We continue to review opportunities as progress develops for Adult Social Care across Place and the Integrated Care Systems. The Ethal remote monitoring system has now been procured for use by the Integrated Care Board across the Black Country. Place meeting arranged to agree rollout in Sandwell. Further rollout of digital kit will be linked to Adult Social Care transformation programme as it develops.
ASC42	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.	Complete	We now have a Market Development Strategy in place which has been published.

ASC43	Identify resources to scope, develop and rollout digital offer and integrated communications. Testing market and digital rollout.	On Track	We continue to review opportunities as progress develops for Adult Social Care across Place and the Integrated Care Systems. The Ethal remote monitoring system has now been procured for use by the Integrated Care Board across the Black Country. Place meeting arranged to agree rollout in Sandwell. Further rollout of digital kit will be linked to Adult Social Care transformation programme as it develops.
ASC44	Walker Grange fully developed and modernised.	Significant issues/risks/slippage	Currently no feasibility study completed against planned design or developments. This will put the development of the service at risk, should the project be deemed not-viable. A site survey and drawings were completed 2022. These have not progressed to costing stage
ASC45	Implement agreed STAR operating model integrated with I Cares and Harvest View to deliver intermediate care at home.	Medium Issue/Slippage	Initially we were advised that we would require Cabinet approval to progress with this action, however in December 2023 we were informed by legal and the Section 151 Officer to amend the paperwork to request Cabinet Member approval instead. The above and the closedown period caused a slight delay the process. New deadline for implementation is May 2024.
ASC47	Walker Grange - work undertaken to implement upgrade and develop dementia offer.	Medium Issue/Slippage	Work on remaining flats for phase 1 is scheduled to commence on 5th Feb. Show flats completed, agreed spec for development 5 flats now being brought up to spec. Work to be completed in Q4. Contractor starts on site next week (5 Feb).
ASC49	Implement agreed STAR operating model integrated with I Cares to deliver intermediate care at home.	On Track	The Cabinet Member report was approved in January 2024 and consultation with Unions has commenced.

ASC50	<p>Review progress and refresh 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 	On Track	
ASC53	<p>Seamless Transition from Children's services to Adults services. Map out the current transitional model.</p>	On Track	New deadline for implementation is May 2024.
ASC54	<p>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.</p>	On Track	<p>Development of Operating model with identified roles, responsibilities, timeframes-co produced with partners.</p> <p>There will be a Preparing for Adulthood Monitoring Group</p> <ul style="list-style-type: none"> • 3 times a year • Service representatives from adult and children's social care, health and education. <p>High level data analysis has also been completed through Power BI, to establish contact created, associated outcome information and service costings for the specified period. High level analysis has also been completed on the Demographic Panel spreadsheet information.</p>
ASC55	<p>Seamless Transition from Children's services to Adults services. The intention is to create a seamless and robust pathway from a child-centred care system to adult strength based orientated services.</p>	On Track	The Preparing for Adulthood protocol will be signed off by the Leadership team and this will continue to be updated and reviewed annually. We are also ensuring whole system approach and seamless pathway joint approach and training is in place.

Choice and Independence			ASC58	Re-commission PIP Pathway, Domiciliary care provision to deliver outcomes focussed reablement support alongside intermediate care at home service.	On Track	Cabinet Member report approved in January 2024 and consultation with Unions has commenced. Meetings to consult staff are scheduled during January 2024. New deadline for implementation is May 2024.
			ASC60	Commissioning Place Based Model is in place.	Complete	Commissioning Place Based Model now in place. All commissioning activity for Place to be managed through the Joint Partnership Board.
			ASC61	To rollout the Implementation of the E-brokerage system to support the wider social care provision.	Medium Issue/Slippage	Discussions with the Hospital Brokerage team are taking place to pilot rollout opportunities.
	L19	We will understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We will share information and learning with partners and collaborate for improvement.	ASC27	Implement agreed Carers Strategy and Delivery Plan. Review current commissioned services to ensure fit for purpose and agree revised commissioning plan.	On Track	A story board showing the actions to be undertaken, that also meet the strategy has been developed. Communication was developed by the Council's team that was shared in December to promote the strategy to key stakeholders. Websites have been refreshed to support people to find carers services and a community resource pack has been developed with a new carers section to ensure people can have more options to meet their care and support needs. this has been shared with the social work teams and Voluntary Sector Community. A new series of meetings are being issued to keep strategy implementation on track. All carers grants have been reviewed and intentions are being agreed Week commencing 29 January 2024. Support from health has been requested. December's meeting was cancelled due to Winter pressures.
	L20	We will ensure 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.	ASC46	Review and refresh Carers Strategy.	On Track	Carers grants have been reviewed and a joint meeting to agree intentions with Voluntary Sector Support Team is planned for week commencing 29 January 2024.
	Social Care			ASC12	An approved and resourced workforce strategy for social work and therapy is implemented.	Complete
L21		We will develop a comprehensive Workforce Strategy - one that incorporates recruitment and retention, whilst also assessing joint health and social care roles.	ASC13	An approved and resourced workforce strategy for social work and therapy is in place.	Complete	The Adult Social Care Workforce Strategy has been completed and signed off for the directorate. Currently developing an action plan to improve recruitment, retention and workforce development.

ASC14	Develop a comprehensive workforce strategy for social work and therapy to improve recruitment and retention.	Complete	The Adult Social Care Workforce Strategy has been completed and signed off for the directorate. Currently developing an action plan to improve recruitment, retention and workforce development.
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Strong Resilient Communities

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
Vibrant Community	C1	We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan.	PH19	Community champions programme		No update available
			ACE5	Bring together governance arrangements and budgets to ensure VCS grants are aligned to corporate objectives	Medium Issue/Slippage	Work still ongoing with Finance to identify budgets to be built into centralised budget. Annual report of 2022/23 grants and impact produced and discussed with members. Scope of the project to be reviewed with new Assistant Chief Executive
			ACE6	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	Complete	Grant Procedure rules completed and aligned with Contract procedures. Revised Grant Agreement approved by Legal in January 2024. Both documents communicated to commissioners and Intranet page updated.
	C2	We will deliver the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal Funding.	R3	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	Medium Issue/Slippage	Broadly on track, achieved planning consent for NHS Learning Hub on MM site. Refurb/Regen of WB Town Hall has commenced with Morgan Sindall. Construction cost inflation remains an issue.
	C3	Through working with the SHAPE Forum, we will make sure that our towns become welcoming places for young people and that they have jobs, activities and facilities to give them a part in the local community.	BE12	Programme of events and activities across all libraries and museums	On Track	204 events with 4407 attending
	C4	We will put the needs of our residents at the heart of what we do, establishing processes to engage with them to ensure that our residents guide and influence our services.	BE27	Development of Heritage Strategy for the Borough	On Track	To be incorporated into Cultural Strategy
			BE36	Playing Pitch Strategy	Complete	
			ACE 28	Undertake a review of Neighbourhood Working arrangements and governance	On Track	Identified all existing resources and activities in relation to locality working. Completed SWOT analyses of locality working from different service provider/ user. perspectives, to identify strengths and weaknesses of current neighbourhood working (obtaining views of members, officers and public and looking at best practice elsewhere). Next steps: work with the project team on the development of a new model. Identify the optimum building blocks for a neighbourhood working model. Identify efficiencies and new ways of working where appropriate.

		BE37	Customer Access and Management	Complete	Waste and Street Cleansing workflow now BaU for Business Management Team
C5	We will strive to maintain Green Flag status in 14 parks, whilst also working to enhance our existing green and open spaces, create new places to play and committing to plant 10,000 trees by 2030.	BE30	Implementation of PSS Ultimate for green services, green spaces, and service assets and stock tracking	Complete	Currently in use
		BE31	Delivery of trees strategy and planting programme for 23/24 planting season	On Track	c. 2,000 trees to be planted in 2024 spring, ahead of target
		BE32	Delivery of 23/24 Green Spaces Strategy Objectives.	On Track	Green space programme of works 23/24 as published on track to be delivered.
		BE46	Develop 10 year green spaces master plan and funding plan (based on improvement plan and assets review).	Complete	
		LG8	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	On Track	2024 Green Flag submissions to be sent by 31 January 2024.
C6	We will support our residents to cope with the current cost of living crisis and address the long term underlying causes of poverty.	BE12	Programme of events and activities across all libraries and museums	On Track	204 events with 4407 attending
C7	We will develop and deliver a libraries strategy that works together with the community. We will start to roll out the Open+ model which represents a different way of working for public libraries.	BE7	Delivery of Libraries and Archives Strategy including rollout of Library+ (a new model of delivery)	On Track	7 libraries live with Library Plus
		BE10	Deliver feasibility and funding strategy for new Archives Centre	On Track	Feasibility complete. Cabinet paper taken on the 7th February to agree funding strategy

Culture	C8	We will work the community and local stakeholders to develop a legacy plan that maximises the benefits of the Commonwealth Games Sandwell Aquatic Centre.	BE35	Leisure Built Facilities Strategy	Medium Issue/Slippage	With the launch of SAC and the LUF 2 Project to rebuild Haden Hill Leisure Centre work to develop the built facility/strategy has been paused until 2024.
			R4	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.	Complete	Complete
			R5	We will deliver the Legacy Build phase for the Sandwell Aquatics Centre and make facility available for public use from Summer 2023.	Complete	Complete
	C9	We will showcase local, regional, national and international talent in an engaging and inspiring programme of events.		Programme of cultural events and activities across all libraries and museums	On Track	204 events with 4407 attending
Culture	C10	We will explore and develop a Sandwell Valley phased investment programme over the next five years—towards the Valley becoming a key Visitor and Destination Gateway into Sandwell.	BE28	Approved Master Plan for Sandwell Valley (10 year plan)	On Track	Currently public consultation and approved by Capital Board, and pre-decision scrutiny. Going to Cabinet for decision in March 24
			BE29	Delivery of Forge Mill Farm Education and Outreach Barn Project	On Track	Due for completion in March / April 2024
Green	C11	We will work with partners to deliver initiatives that will help up to achieve our climate change strategy and the target of being a carbon neutral borough by 2041.	R6	Produce Corporate Climate Change Action Plan to ensure we can meet our 2030 and 2041 targets for carbon neutrality	Complete	
	C12	We will embed climate change considerations into our decision making to enable us to become a carbon neutral council by 2030.	H15	Plan for replacement of diesel fleet with sustainable fuel vehicles	Significant issues/risks/slippage	Estate Services - no lease or vehicle renewals due within the short term. When vehicles are due for replacement we will consult to ensure the most appropriate type of vehicles are ordered. The Corporate Fleet Review will make recommendation on the transition to Electric Vehicles (EVs). SMBC has now funded the installation of EV charging points at Serco's Shidas Lane Depot which will allow the replacement of their light-commercial fleet with EVs later this year. This will be 44 Internal Combustion Engine vehicles replaced with EVs.
	C13	We will review our corporate fleet, so that they are low carbon and compatible with our climate change strategy for 2030. Working with our partners, we will make refuse collection and street cleansing greener with the rollout of electric street cleansing vehicles and participation in pilot projects to test other green vehicles.	BE18	Support the delivery of SMBC Carbon reduction action plan	On Track	Included in commission to EVP Solutions as part of Corporate Fleet review.

Clean	C14	We will improve and transform our street cleansing programmes post Covid.	BE43	Deliver hot spot solutions group to deal with long standing sites for embedded fly tips, ASB and other issues relating to the urban environment	On Track	Team currently in delivery mode until March 2023
	C15	We will increase recycling rates and encourage cultural change.	BE1	Contract Management for wate services including introduction of charging for garden waste	On Track	Garden waste year 2 now active. Alternative collection methodology work continues.
Safe	C16	Sandwell's Community Safety Strategy will be reviewed and priorities will include ongoing work around prevention of violence and exploitation, reducing offending, reoffending and serious organised crime and supporting victims. We will implement our Domestic Abuse strategy in line with the requirements of the Domestic Abuse Act 2021.	BE13	Delivery of Domestic Abuse Strategy to continue to improve community safety	On Track	Numbers of Domestic Abuse crimes/non-crimes reported to the police: 1,649 Crime / 967 Non-crime , Nos accessing multi agency training: 296; MARAC cases 294
			BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Quarter 3 report provided to Sandwell Partnership Police and Crime Board at the end of January 2024
	C17	We will continue to work with partners and agencies to ensure that there is a joined up and effective approach to hate crime.	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Quarter 3 report will be provided to Sandwell Partnership Police and Crime Board at the end of January 2025
	C18	We will strengthen our approach and raise awareness across partner agencies, businesses and communities, to address modern slavery and work collaboratively to target perpetrators and support victims.	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Quarter 3 report will be provided to Sandwell Partnership Police and Crime Board at the end of January 2026
	C19	We will strengthen our multi-agency tasking processes for community safety and take steps to foster resilience, shared understanding, support networks and cross-community working	BE15	Delivery of the Sandwell Community Safety Strategy	On Track	Quarter 3 report will be provided to Sandwell Partnership Police and Crime Board at the end of January 2027
		We will deliver more responsive, robust and co-ordinated and integrated enforcement service across the council.	BE14	Implement a zero tolerance approach to perpetrators of fly tipping and landowners who fail to clear fly-tipped waste from their land.	On Track	There were 3150 fly tips attended in quarter 3. The cost of removal was £167,681
		BE16	Deliver more effective integrated enforcement	Medium Issue/Slippage	Report on progress taken to Leadership 24 October 2023. Pilot case management approach in progress. Discussion with Leaders scheduled for February 2024 . some slippage due to recruitment issues but some capacity now identified and data system work started. Report back to Leadership due April 2024.	

C20

BE42	Report to Cabinet for Enforcement of Moving Traffic Contraventions Approval	On Track	Now received letter of support from West Midlands Police. Now sat with DFT to consider approval by March 2024.
BE43	Deliver Hot Spot Solutions Group to deal with long standing sites for embedded fly tips, ASB and other issues relating the urban environment	On Track	Hot spot team currently in delivery made until March 2024
LG9	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	On Track	The new Monitoring Officer/AD Legal & Assurance continues to engage pro-actively with all Directorates and Service Areas. Advice and support offered from Legal Services is being offered in accordance with client instruction and with additional content to assist and provide client services with additional opportunities to innovate and deliver best practice to ensure both compliance with governance frameworks and increased agility and quality of decision-making.

Quality Homes in Thriving Neighbourhoods

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
A Home for Everyone	H1	We will deliver much needed new homes across the borough, especially affordable homes, on our own land and other viable sites in order to help meet the demand for affordable housing in our communities	R7	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.	Medium Issue/Slippage	Construction cost inflation and ground conditions have impacted on HRA/residential schemes. Specific schemes are being reviewed and value engineered, prior to retendering.
			R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.	On Track	In Q3 there has been a start on site on the Old Gas Works at Swan Lane, West Bromwich. The Council are supporting Green Sq Accord to deliver 147 affordable homes. £3.2m Council has secured to support the scheme, BCLEP legacy funding.
	H2	We will help keyworkers to access affordable housing in order that Sandwell can attract and retain a strong local health and social care workforce for the benefit of our communities.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.	On Track	In Q3 there has been a start on site on the Old Gas Works at Swan Lane, West Bromwich. The Council are supporting Green Sq Accord to deliver 147 affordable homes. £3.2m Council has secured to support the scheme, BCLEP legacy funding.
	H3	We will help to keep people independent in their own homes for as long as possible through use of the Disabled Facilities Grants and adapting council homes for tenants with disabilities.	H3	Implement revised policy statements to maximise the use of Disabled Facilities Grant funding	On Track	
			H4	In Partnership with Adult Social Care, access the Housing Transformation Fund to support Independent Living	Medium Issue/Slippage	Work to transform 5 flats at Walker Grange to support older persons with dementia programmed for completion in Q4. Other innovation projects between housing and adult social care being explored and funded through use of the Disabled Facility Grant reserves.
	H4	We will ensure there are housing options available to children and young people who have complex needs and those who have been in care so that they have a sustainable roof over their head.	H1	Review of the Housing Offer for Young People, including Care Leavers	On Track	The St Basils Scheme is nearing completion, nominations agreement and allocation processes in place in preparation for when the scheme is available for occupation. Work commenced with Children's Trust to support fostering by reviewing housing options available to those who wish to foster.
	H5	We will focus more of our council house building and adaptations on the needs of people with learning disabilities, autism and mental health needs.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.	On Track	In Q3 there has been a start on site on the Old Gas Works at Swan Lane, West Bromwich. The Council are supporting Green Sq Accord to deliver 147 affordable homes. £3.2m Council has secured to support the scheme, BCLEP legacy funding.
	H6	We will incorporate renewable energy measures into the design of new-build Council homes.	R7	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.	Medium Issue/Slippage	Construction cost inflation and ground conditions have impacted on HRA/residential schemes. Specific schemes are being reviewed and value engineered, prior to retendering.

	H7	We will work to identify the needs of the most vulnerable people in Sandwell and work upstream to prevent homelessness where ever possible.	H14	Delivery of Homeless & Rough Sleepers Implementation Plan	On Track	The strategy delivery plan is progressing well with 14 of the 35 actions complete and a further 15 on track to be completed by target date (29 of the 35 in total). There is only one action that is significantly off track which relates to further partnership work around intervention points and potential wider system redesign.
	H8	We will work to prevent and end rough sleeping.	H14	Delivery of Homeless & Rough Sleepers Implementation Plan	On Track	The strategy delivery plan is progressing well with 14 of the 35 actions complete and a further 15 on track to be completed by target date (29 of the 35 in total). There is only one action that is significantly off track which relates to further partnership work around intervention points and potential wider system redesign.
	H9	We will explore all options for housing delivery, including new partnerships and new funding opportunities.	R8	We will work with Housing Associations to increase the supply of affordable homes across the Borough.	On Track	In Q3 there has been a start on site on the Old Gas Works at Swan Lane, West Bromwich. The Council are supporting Green Sq Accord to deliver 147 affordable homes. £3.2m Council has secured to support the scheme, BCLEP legacy funding.
	H10	We will raise the standard and safety of homes in the private rented sector and bring more empty homes back into use.	H9	Pro-active enforcement of Standards across Private Rented Accommodation	On Track	The service is now up to full establishment after 9 months of intensive recruitment. The service is midst a comprehensive training programme for the new trainee enforcement officers and CPD for the experienced staff in recent legislative changes. Demand is increasing but the team is coping well with increased support and enforcement capacity and activity already having a positive impact on the lives of tenants in private rented properties
			H10	Implementation of Empty Homes Strategy	Medium Issue/Slippage	The new Empty Property Officer is in post and is making significant progress in addressing the empty properties in Sandwell and in implementing the strategy. The delays in recruitment have meant that we have slower than planned progress at the start of the year but making up ground quickly as a lot of prep work was done to enable the officer to move quickly when in post.
Regeneration & Resources	H11	We will take a proactive approach to accessing national funding for Sandwell that benefits our tenants and people who are homeless or in housing need.	H15	Bid for funding and delivery of projects to retro fit properties to support climate change objectives	On Track	SHDF Wave 1 has been successfully delivered and preparation for delivery of wave 2.1 is underway
	H12	We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities.	H7	Refresh the Asset Management Strategy for HRA stock	Medium Issue/Slippage	Cabinet paper withdrawn. Decision made by leadership team to re-submit once some stock condition data available. In Q4 new consumer standards will come into force from 1/4/24, we are expecting the final version to be published in February 2024. Stock condition work has commenced, once 1200 (5%) properties have been assessed we will be able to conduct analysis to projected outcomes. We will be able to draw business plan level conclusions on the condition of the stock.
			H6	Respond to findings from the tenant satisfaction survey to improve the customer journey for access to housing services	On Track	Satisfaction Survey completed on time, overall satisfaction at 74% which is an improvement on previous year. Work to address areas of low satisfaction underway including the recruitment of a new Housing Resolution Team to transform our response to housing complaints.

Looking after our existing estate

H13	We will work to ensure our tenants live in safe and thriving neighbourhoods and that social housing is a tenure to be proud of.	H8	Continuation of major refurbishment programmes to High Rise blocks including the installation of sprinklers and CCTV	Medium Issue/Slippage	Work continues with all block in progress, however due to the rebancing of the HRA, the schemes that are yet to be on site (Allen House and Moorlands and St.Giles scheme) have been re-profiled to be started in 24/25. A cabinet paper will be submitted for major projects with business cases.
H14	We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and tackling damp and mould.	H5	Preparation and compliance with new regulatory requirements as set out by the Housing Regulator & Building Safety Regulator		No update available
H15	We will improve the energy efficiency of council housing through retrofit programmes and stock improvements.	H11	Bid for funding and delivery of projects to retro fit properties to support climate change objectives	On Track	SHDF Wave 1 has been successfully delivered and preparation for delivery of wave 2.1 is underway
H16	We will aim to be a Borough of Sanctuary, offering a safe place for asylum-seekers and refugees to live, while recognising our leadership role in promoting integration and community cohesion.	H12	Resettlement of new arrivals to Sandwell via the asylum dispersal and other resettlement programmes	On Track	9 properties in legal process to complete purchase for the LAHF funded properties. Response sent to Government consultation on number of asylum seekers the LA will support arriving through Safe & Legal Routes. No commitment given to numbers but opportunity used to canvass for changes to operating model of resettlement and fairer funding arrangements.
		H13	Become an awarded Council of Sanctuary, as part of being recognised as a Borough of Sanctuary	On Track	Work on embedding the actions in the BOS plan ongoing
H17	We will increase our engagement with tenants, including tenants in high rise blocks.	H6	Respond to findings from the tenant satisfaction survey to improve the customer journey for access to housing services	On Track	Satisfaction Survey completed on time, overall satisfaction at 74% which is an improvement on previous year. Work to address areas of low satisfaction underway including the recruitment of a new Housing Resolution Team to transform our response to housing complaints.
		ACE 32	Democratic Services will support the introduction of the new tenant scrutiny panel and development of links into corporate scrutiny functions	Complete	

A Connected and Accessible Sandwell

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
A Connected & Accessible Sandwell	A1	We will ensure improvements to the highway network are facilitated to support the local economy and the movement of goods and people across the borough.	BE38	Sandwell Strategic Road Safety Plan 2023 – 2030 Development	Complete	New road safety strategy approved at cabinet on 6th December 2023
			BE39	Analyse Accident Statistics 2018 to 2022	Complete	New road safety strategy approved at cabinet on 6th December 2023
			BE40	Update Strategic Road Safety Plan	Complete	New road safety strategy approved at cabinet on 6th December 2023
			BE41	New Strategic Road Safety Plan 2023 to 2030b Scrutiny Review	Complete	New road safety strategy approved at cabinet on 6th December 2023
Clean & Green	A5	We will enable people to get around in a healthy and sustainable way, supporting our health and wellbeing and our climate change strategies.	R16	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.	Medium Issue/Slippage	Bus service reductions still an issue. BSIP - bus service imp plan. WMCA lead on this supported by individual LA's. (Andy M) Wednesbury to Dudley metro extension is progressing and broadly on track.
Partnerships	A6	We will work with the Environment Agency in our role as Lead Local Flood Authority to adopt a Flood Risk Management Plan for 2021 to 2027.	BE38	Sandwell Strategic Road Safety Plan 2023 – 2030 Development	Complete	

A Strong and Inclusive Economy

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
Spend and Invest our Money Locally	E1	We will work with our partners to spend local wherever possible and make long term investment decisions that benefit our borough	BE1	Contract management for waste services, inc. introduction of charging for garden waste	On Track	Garden waste year 2 now active. Alternative collection methodology work continues.
			BE4	Review of major assets (within Corporate Fleet area) and provision for replacement, maintenance & efficiency	On Track	Folded into Corporate Fleet review (above action)
			R9	We will work with local partners as part of the Sandwell Anchor Network to maximise the amount of public funding spent within the (1) Borough, (2) the Black Country and (3) West Midlands		No update available.
	E2	We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers.	BE3	Development of Corporate Fleet Strategy	On Track	Progress reported to LT 21/11/23. Further update (final strategy) scheduled to LT 27/02/24.
			BE17	Development of safer green spaces strategy	Medium Issue/Slippage	Development now scheduled for Cabinet report in June 2024, delay due to priority focus on income generation in the service.
			R10	We will work more closely with the Council's contractors to ensure that local businesses and supply chain benefit from the capital investments in the Regeneration Pipeline.	On Track	New policy being put forward to Cabinet in Q4. SV targets are being built into the forthcoming Pagabo procurement for a strategic partner.
	E3	We will develop the levelling up partnership with Government to provide place based regeneration in Sandwell.	R21	We will work with central Government Departments as part of the Sandwell Levelling Up Partnership to secure investment and support for our deprived communities (£400m available nationally for 20 places)	On Track	Programme established with WLUP Board in place and first meeting held, internal reporting and risk management mechanisms established and programme manager in place. Grant agreement received. Capital appraisals completed for 3/6 projects. Procurement activity commenced and operational delivery underway. Over next quarter, CCTV and greenspaces delivery will commence.
	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.	R11	We will work in partnership with Chance Heritage Trust to submit a funding bid to the West Midlands Combined Authority for circa £21m for a mixed use scheme regeneration of Chance Glassworks, Smethwick	On Track	WMCA requested further info on bid, technical info, pulling this together. Continue to participate in the project board to move bid and proposals forward.

	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.	R12	We will consult with all interested stakeholders, residents and businesses in developing the Local Plan for Sandwell.	On Track	REG 18 public consultation completed. Results now being analysed.
			R13	We will aim to increase the number of new homes in Sandwell in order to address a housing supply shortage.	On Track	Focus at the moment is about agreeing a funding strategy for the replacement primary school. Homes element paused whilst this is resolved.
	E6	We will develop and deliver the projects within the approved Regeneration Pipeline.	R14	We will support the delivery of the 66 strategically important Regeneration Pipeline Projects to maximise the level of investment in the Borough's infrastructure e.g. homes, schools, businesses, apprenticeships, local spend etc.	On Track	We have secured further funding to support delivery of the Regeneration pipeline in Q3 we have been allocated £18m for the Grove Lane Masterplan and have secured £20m under the longer term plan for towns (Smethwick).
Working with Businesses	E7	We will deliver the Economic Plan for Sandwell to support businesses and grow the local economy.	R15	We will deliver the Sandwell Inclusive Recovery Action Plan for Business 2022 to 2027, to support businesses and grow the local economy. Start in Sandwell, Grow in Sandwell etc (7) follow up with Gareth	On Track	High level of use of new facilities at Jack Judge. Nicy to confirm numbers.
Jobs and Training	E8	We will ensure that local people have the skills and knowledge to fill any vacancies by reducing the number of residents with no/low qualifications and offering local training and skills development opportunities via the Adult Education Budget and other funding streams.	B11	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	On Track	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
	E9	We will work to ensure our young people have access to good jobs and we will work with all education institutions to guide young people to the pathways that enable them to meet their aspirations. We will do this through the provision of independent advice and guidance.	BE34	Deliver the new education and outreach, and volunteer programme.	On Track	On Track except for apprenticeships because of budget / vacancy holds.
	E10	We will support people into employment through the delivery of the Skills Strategy with our strategic partners in the Employment and Skills Partnership.	H16	Generate work experience and apprenticeship opportunities within Housing Services and through strategic partnerships	On Track	This is part of our workforce strategy and included in the BAU approach
			ACE15	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.		No update available.

	E11	We will offer a range of opportunities within the Council including work experience, supported internships, apprenticeships and graduate opportunities.	LG5	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	On Track	MO continuing to explore options to engage FE colleges and providers to maximise work experience opportunities for Sandwell residents. Use of apprenticeship levy being explored as alternative vehicle to create opportunities.
			LG7	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.	On Track	Three of the four apprentice opportunities within Registration Services continue to be successfully appointed to. One remaining vacancy to be progressed through the normal HR recruitment process.

One Council One Team

	CP Ref	Deliverable	BP Ref.	Key deliverables (Directorate Action)	Q3 Rating - RAG	Q3 October - December
organisational Culture	O1	We will embed the One Team Framework	ACE1	Development, delivery and embedding the Corporate Plan and service planning framework – coordinating the corporate approach and embedding the Fairer Sandwell Principles	On Track	3 workshops were held in Q3 for Assistant Directors to attend to drive quality and consistency across all business plans. Teams channel to manage all activity live. On track for all BP's to be signed off in Q4.
			ACE2	Lead the refresh of Vision 2030 and development of a performance framework to track progress across the borough	On Track	Vision 2023 refresh event took place in November 2023 with partners. Further conversations to take place in Q4.
	O2	We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive (combine previous O11, O12 and O13).	ACE11	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.	On Track	As for Q1. Report on learning interventions provided to Leadership team in October 2023 demonstrating the range of provision of learning interventions provided to the workforce. The development of the AD business plans will inform the forward planning of learning interventions based on service and organisational needs.
			ACE12	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	Medium Issue/Slippage	Re-termed 'People Strategy' , Leadership approved in principle the themes and priorities. The People Strategy is in the Cabinet forward plan for March. This links to the development of the EDI Strategy.
			ACE13	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.	Complete	Workforce planning was discussed with ADs as part of the business planning workshops in December 2023. The workforce action plans should be considered alongside the development of business plans. HR attended as core service to discuss key elements of workforce planning.
			ACE14	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.	Complete	

Or

O3	We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities agenda.	ACE 34	Design & Deliver a new EDI Strategy	Medium Issue/Slippage	During this quarter work has commenced on the development of the EFLG Audit Action plan which will support the development of the EDI Strategy. It should be noted that there is now some slippage in regard to the EDI Strategy, due to staffing resources.
O4	We will continue to improve Officer-Member Relationships	ACE 23	Implement a Member Development Programme that accords with the needs and ambitions of Councillors	On Track	Relationships as well as other mandatory training sessions have been conducted. Officers are current redesigning the current member induction and member development offer, looking at best practice elsewhere, and factoring in comments and suggestions received from members at the Ethical Standards Workshop. Training will be offered both internally and externally and will be tailored towards recreating scenario based learning, peppered throughout the year to ensure members continue to develop and are supported in carrying out their roles effectively through the year.
		ACE 24	Embed a personal development planning process for elected members	Medium Issue/Slippage	Feedback to date from members has been that PDPs have not been effective in identifying what their learning needs are. As part of the redesign of the Member Development Plan and induction process, further work will continue to complement these plans and ensure that a process for members to identify their learning needs are created, including capturing their current skills and aligning this to suitable roles.
		ACE 25	Delivery of a programme of all Member briefings focused on priority topics	Complete	A work programme and dates for the next 6 months have been agreed.
		ACE 26	Identifying Continuous Improvement activity through conducting Member-Officer survey and using insight to develop the relationship	Complete	Work has continued to both obtain views of members and officers on working relationships and to also build upon suggestions received. CIPFA and LGA have also delivered training on effective relationships for senior officers and members which continues to strengthen member/officer relationship, work has been done to support openness and transparency of decision making and more timely responses to queries and the service will continue to obtain feedback from members following training sessions to improve experience and address any concerns raised.
		ACE 29	We will work with elected members to strengthen our Civic and Democratic Engagement	On Track	Members have identified key areas where they would like further information to promote democracy and civic engagement. We are developing a dedicated web page for members to access key information to support them as elected members. A comprehensive refresh of the Council's Constitution will enable more engagement to strengthen civic and democratic engagement with residents and promote decision making and democracy.
		ACE9	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.	On Track	Work continues in this area to look at all ways of capturing Customer Feedback. OSS tablets are now operational so feedback can be gained from residents accessing the OSS. Customer data continues to be collected at the Community Hubs and across the My Sandwell platform. The introduction of the new telephony system will allow further feedback capabilities for residents using this channel, although we are capturing customer feedback manually in the interim. We also have a graduate working alongside the Corporate Customer Feedback Team looking at lessons learnt from complaints.
		ACE19	Co-production Network – facilitate and grow network across the council as resource to develop co-production in Sandwell	On Track	Partnership event took place in November 2023 to further refine standards. Activity to finalise the work will take place in Q4.

05	We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders	ACE20	Use Internal communications channels to inform and engage with employees about the council's corporate priorities and how this relates to our focus on delivering outstanding outcomes for residents through our Corporate Plan and Performance Management Framework	On Track	Staff briefings held in December at locations across the borough to provide an update on our improvement journey and intervention; share key updates on the next phase of our journey, and celebrate awards and other successes.
		ACE21	We will ensure we are effectively communicating and engaging with our residents and external stakeholders	On Track	Work progressed to build on our 'We are Sandwell' branding for external purposes, including development of a recruitment website. Restructure of the communications team commenced in order to set the team up to be able to deliver the refreshed communications strategy.
		ACE22	Manage the corporate approach to consultation and engagement with residents, ensuring that this activity feeds into the council's policy development and performance management framework	On Track	Resident Survey report and analysis presented to Leadership Team and Cabinet, wider circulation to Assistant Directors as part of the Business Planning process. Two follow up focus groups took place as part of the Budget Consultation and a wider public consultation on savings proposals also took place. A six month report on consultation and engagement activity was presented to Leadership Team.
06	We will embed a performance culture across the council to ensure transparency and accountability in delivering our priorities.	ACE16	Development and delivery of a Corporate Performance Management Framework to improve transparency, identify strategic priorities for the council and delivery of the key outcomes and embed a performance culture across the organisation.	On Track	Q2 Report went to Cabinet on the 17th January. Engagement with service areas about a Performance Management System complete. Following discussion with Director Finance and AD ICT, further work required to further explore Oracle Fusion as a potential solution. Cross-council stakeholder group to be established for the project to ensure needs of the organisation are understood and explored. Initial meeting with procurement has taken place and the project is in the procurement pipeline for commencement at a future date if required.
07	We will hold ourselves to account for the delivery of the improvement plan and will continuously improve	ACE3	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 .	On Track	Governance of Improvement Plan remains on track. Grant Thornton 23 follow up review complete – statutory recommendations to close. Plans in place to review Improvement Plan and develop plans for post-intervention governance arrangements.
		ACE4	Develop and embed a Continuous Improvement Framework to enable continuous improvement across the council	Medium Issue/Slippage	Business planning workshops held in November/December - received positive feedback from attendees, and intelligence is being used to inform business planning for 2024/25. Draft Continuous Improvement Framework developed for discussion with Transformation and Learning & Development to align approach across key agendas (meeting scheduled for January 2024)

			ACE 33	Identify continuous improvement activity to ensure that scrutiny and audit continue to add value	On Track	A scrutiny budget session was held on 15 January 2024 where cabinet members were held to account on their budget proposals for 2024-25. This both demonstrated openness and transparency and members adding value. Work will continue with audit and scrutiny members, ensuring they have the requisite skills to question and challenge and hold to account.
Improving the Customer Journey	08	We will deliver the customer journey programme and improve customer experience across all of our channels	BE26	Libraries support to delivery of Community Hubs	On Track	Pilot extended to March 2024
			ACE7	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. Suggested reword:	Medium Issue/Slippage	It has now been agreed that an interim 24-27 CJ strategy will be developed in-house. Discussions are on-going re: the future direction of travel and the potential procurement of a Strategic Partner to review the Customer Journey.
			ACE8	Invest in our customer Contact Centre telephony systems to ensure an efficient and effective system is in place. Possibly change to: We will invest in digital platforms to enable better access for our residents and other service users and to build on the benefits of increased digitalisation of our services	Medium Issue/Slippage	A number of meetings have been held with BT/MITEL to discuss the HLD, this has taken longer than anticipated but is key to ensuring successful Implementation. HLD is currently with ICT for comment and assurance from a Governance point of view, as soon as this has been approved then work on the Low Level Design will commence. We are working towards an April implementation but due to delays with the HLD sign off this may cause some delays.
			ACE10	Customer Feedback Review – implement recommendations to improve customer experience	Medium Issue/Slippage	Work is on-going to look at process mapping within the ASC Complaints Team, significant work has been undertaken in relation to backlogs. There has still been no further feedback on whether a new system can be purchased - it is felt that current systems are not fit for purpose and mean a lot of data has to be collected manually. Work with SOCITM is not being progressed and therefore SIU have been notified of this so that this can be factored in to the SIU appraisal.
			LG10	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 services.	On Track	Contract initiated 1 November 2023 - Project team working with the supplier for delivery of new case management system by July 2024.
			LG11	Upgraded business applications for our Legal and Assurance team and management of SARs and FOIs.	On Track	The Governance team within Legal Services has been tasked to review existing software provision used for FOIA/DBS processing and file management to maximise potential. It is anticipated that this will require additional configuration by the system provider but any costs will reflect existing support frameworks and deliver operational benefits for Legal Services which corporately administers information governance processes and compliance frameworks.

			F1	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 • Roll-out self-service kiosks in more customer facilities • Continue to promote My Sandwell to increase online transactions Supporting customer journey by providing additional staffing at OSS	On Track	For Q3 the average number of calls per month is 3273 compared to 4060 for same Q3 last year. The number of calls handled by Inform has also reduced from 10,664 per month to 9,293 and the number of emails/electronic work increased per month from an average of 507 to 1072 per month. Revenues and Benefits continue to provide a face to face presence in OCH for residents whose enquiry cannot be dealt with by the reception staff and provide remote support for the Community hubs via teams answering enquiries reception staff cannot answer. The number of enquiries from residents via Chatbot has continued to increase to 1992 and there has been a general upturn since the introduction of the navigational bot on the SMBC landing page. Live chat has also been introduced since Q3 late year and 240 chats have been answered by agents conversing directly with customers. New staff joined the team following training in December, and with December being a shorter working month and increased leave requests performance will not actively reflect the benefit of their addition to the team. We continue to promote the benefits of My Sandwell and we are seeing an increase in take up across all of Revenues and Benefits
	O9	We will refresh the organisation's digital strategy	ACE18	Develop Digital Strategy, maximising the opportunities for Sandwell from the WMCA digital roadmap.	On Track	Digital inclusion Co-ordinator is now in post and continues to work closely with the West Midlands Combined Authority. The Roadmap provides the baseline for digital inclusion work in the Borough supporting the development of existing and new projects. Negotiations are currently on-going with the Combine Authority to access new resources to develop the local digital learning journey.
Governance and Decision Making	O10	We will ensure that our refreshed governance arrangements are embedded	ACE 30	The holistic review of democratic governance will be completed	Complete	
			ACE 31	The Committee Management System (modern.gov) will be fully implemented and utilised effectively across the organisation and accessed by services users.	On Track	Report workflows for each committee have been built and a sample of report authors have been identified to pilot the new system. A more structured process to writing reports will be promoted through comms with officers in readiness of launching the report workflow function.
			F17	Embed a comprehensive Corporate Governance Training programme for officers and members		No update available
O11	We will set a sustainable and balanced budget each year and ensure the Medium Term Financial Strategy is underpinned by realistic savings plans	F8	Develop and maintain a 12 month rolling cash flow	On Track	Cash-flow for 2024/25 currently under development and on target for completion before financial year end.	
		F9	Review investment strategy and counterparty options	Complete	Treasury Management Strategy including investment strategy presented to Cabinet 7th Feb and due to be approved by Council on 20th Feb 2024	
		F14	Delivery of the Transformation Savings Programme	On Track	Work continues with the identification of transformational activity. This is being enabled by the introduction of the CAF and the ongoing governance arrangements provided at the CTB	
		O12	We will update the Medium Term Financial Strategy at least annually	F4	Medium Term Financial Strategy - Review as part of 2024/25 budget process	Complete
O13	We will embed a strong financial management approach.	F10	Reduction of financial transactional activity through a series of end to end process reviews (bank reconciliations, recharges, debtors and creditors)	On Track	Recharges review complete. Bank reconciliation and debtors and creditors processes to be reviewed as part of transition to Oracle Fusion.	
		F11	Implement Workforce Development Plan for financial services section	Medium Issue/Slippage	C. Co review complete and findings to be taken account of following redesign of Finance structure	
		F12	Develop core finance competencies to support Budget Holder Role Profiles	Medium Issue/Slippage	Will complement Oracle Fusion work currently going on creating future budget monitoring process	
		F13	Repeat Budget Holder Survey	Medium Issue/Slippage	Suggested time for carrying this out again is after the Oracle Fusion budget monitoring process has been implemented	

		F19	Procurement Pipeline	On Track	As part of the AD Business Plans a pipeline spreadsheet has to be completed by all services by the end of February 24.
O14	We will embed our approach to social value to get maximum benefits for Sandwell	F3	<p>Undertake analysis on the Councils spend to:</p> <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 	On Track	38% Local spend. £45,033,525 money spent directly with suppliers in Sandwell.
		F15	Carry out regular engagement and training events for local suppliers	On Track	Internet and Intranet pages have been updated. The new Procurement Act 2024 is due to come in to force in Oct 24. Training and development for staff will commence Mar/Apr 24
		F16	Introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules	On Track	New SV policy to be actioned. SV is currently a part of the evaluation criteria within contracts.
O15	We will deliver the Oracle transformation programme by July 2024	F2	Implement Oracle Fusion and achieve transformational benefits and cashable savings	On Track	Detailed update provided to Leadership Team on 13th February.
O16	We will embed an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities	ACE17	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	Medium Issue/Slippage	Meeting with Microsoft has taken place and there have been further discussions with ICT about future data infrastructure. Acknowledgement that this is a large piece of work that the team is trying to deliver at the same time as a Performance Management System. Exploring options for a consultancy to help us deliver this strategy.
		F20	Agree a procurement strategy, policy and set of standard contracts	Medium Issue/Slippage	The draft Procurement Strategy is currently being reviewed and will go through governance in Q4

		F21	Develop and embed a contract assurance approach	On Track	<ul style="list-style-type: none"> Contract management training has been rolled out across the Council. Contract Management training (this refers to the training provided by GBS Procure for good practice contract management) was delivered between March to August 2023. The training was targeted at contract managers and officers across the business. Over 185 people attended the training sessions. Staff needing further training need to contact the Procurement Team. Establishment of consistent contract management for both significant capital and service contracts across the Council. The contract management resources online provide templates for consistent contract management, and also the introduction of the contract management module on Oracle will also contribute towards effective contract and performance management (given that it captures information around KPI's, Risks etc).
O17	We will establish a Corporate Transformation Programme and governance structures.	F18	Establish Corporate Transformation Programme and PMO with corporate methodologies to realise savings and service benefits	On Track	Corporate Transformation Programme currently in development. PMO framework and associated tools agreed at LT in Aug 2023.
O18	We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams.	BE44	Achieve full cost recovery for Sandwell Valley Visitor Centre, Forge Mill Farm, Lightwoods House and Park (Visitor Services).	Significant issues/risks/slippage	Income targets not met due to weather and lack of current offer at Sandwell Valley Visitor Centre. To be addressed through Masterplan and setting of targets for 24/25.
		BE45	Scope additional commercial opportunities for green services.	On Track	Report completed; currently being considered by officers and Cabinet.
		F22	Implement the Commercial Strategy		No update available
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.	BE33	Undertake assets and efficiency review of built facilities and land within green spaces, visitor services, and events.	Complete	Presented to Leadership and Cabinet on 10th Jan.
		R20	We will identify Council assets that are surplus and can re-purposed or disposed of to Council expenditure on maintenance of buildings and sites	Medium Issue/Slippage	Report was not taken forward to Cabinet in Q3. Cabinet member reviewing the report, will hopefully take forward in Q4.