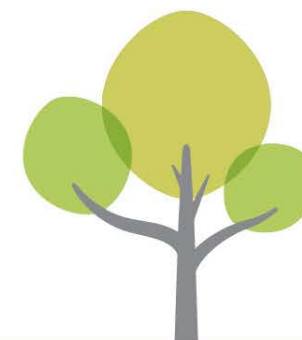


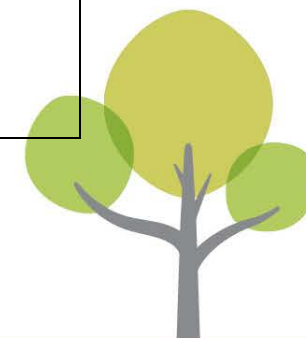


Corporate Plan Delivery Actions 2022 – 2025



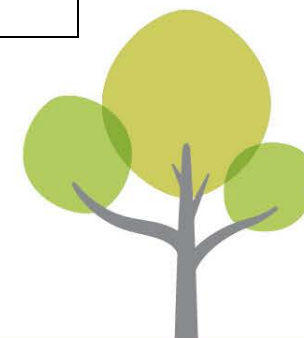
Law & Governance

Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
B2	In 2023 many healthcare services including maternity provision will transfer to the New Midland Metropolitan Hospital(MMH) in Smethwick. It is estimated this will impact by creating an additional 5000 registration events in Sandwell. Our registration service will act as a key partner creating new pathways for communication of the necessary support that meet the needs of parents in Sandwell.	Children Services Sandwell and West Birmingham Hospital Trust Best Start in Life	Commence 2023	No one gets left behind
B10	We will support school providing work experience places, continue to do exam preparation with our legal professional experience and provide careers advice to students of local schools. Stand at careers fayres for Sandwell schools	Sandwell School and Academies and connexions	Commence 2022	No one gets left behind
B13	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	Sandwell Childrens Trust Courts	2022 and ongoing	No one gets left behind
E18	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.	Schools and Apprenticeship team Best start in life People live well and age well	2022-2025	No one gets left behind
C5	Through our bereavement teams, we will strive to maintain and approve Green Flag status in our cemeteries and crematoria, whilst also working to enhance our existing and new cemeteries and crematoria.	Waste and cleansing partner, Serco. Our fleet services teams Friends groups Strong and resilient communities	2022	Green is everything we do





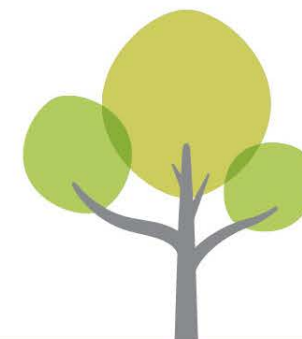
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C21	We will work with colleagues across the council and be a key player on the board providing strategic advice and strategy to make our communities a safer place	ASB, Housing and regeneration, neighbouring Local Authorities and the Police	Commence 2022	No one get left behind
O7	New business applications for our bereavement and coroner's teams to enable better access for our residents and other service users. Building on the benefits of increased digitalisation of our services	Black Country Coroners Service and local authority areas, ICT and service improvement teams One Council One Team	Commence 2022	No one gets left behind
O7	Upgraded business applications for our Legal and Assurance team and management of SARs and FOIs.	ICT and service improvement teams One Council One Team	Commence 2022	No one gets left behind
B9/024	Our school admission appeals service will grow their offer for the delivery of an impartial and independent admission appeals function	Borough Schools and Academies, parents, carers	Commence 2022 and ongoing	No one gets left behind
C1	Undertake a review of Town Working arrangements and governance	Neighbourhoods service, Ward Members	2022	No one gets left behind
C1 C9	We will work with elected members to strengthen our Civic and Democratic Engagement	Elected Members, Community and voluntary sector, schools & colleges	2022 and ongoing	No one gets left behind
O14/15	The holistic review of democratic governance will be completed	Elected members	2023 -24	No one gets left behind
A16/05/07	The Committee Management System (modern.gov) will be fully implemented and utilised effectively across the organisation and accessed by services users.	Service Users	2022/23	No one gets left behind



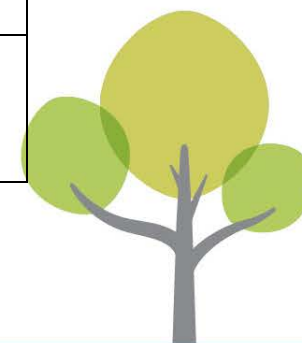


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
H16/H20	The service will support the introduction of the new tenant scrutiny panel and development of links into corporate scrutiny functions	Neighbourhoods team, Tenant Scrutiny Panel, Elected Members	2022	No one gets left behind
O16	We will implement the Equalities Commission recommendations in order to ensure we meet our specific equalities duties and drive the equalities, diversity and inclusion agenda our organisation.	Sandwell Equalities Commission Elected Members Leadership Team Council staff Partners Stakeholders Residents	March 2023	No one gets left behind

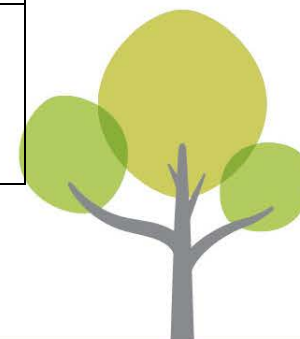
Finance



Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
O5-O7 A16	Reviewing approach to the customer journey to include: <ul style="list-style-type: none"> 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 	Revenues and Benefits Team Business Transformation Team	31 st March 2023 but regularly review throughout the year	Doing things with the community
O7	Reduce the number of letters (we can measure bills separately under No7) sent to Council Tax, Benefit and Business Customers and use, emails, phone calls or texts wherever possible	Revenues and Benefits Team Business Transformation Team	March 2023	Doing things with the community Green
O7	Undertake quarterly campaigns to promote e-billing take-up for Council Tax and NNDR	Communications Team	First to be completed by April 2022 then quarterly throughout the year	Doing things with the community Green
O6	Undertake quarterly campaigns to increase Direct Debit take-up for Council Tax and NNDR	Communications Team	First to be completed by April 2022 then quarterly throughout the year	Doing things with the community Green
O5	Explore options for co-location and/or close working with key partners	Welfare Rights Key Third Sector partners. I think this would be better for Welfare Rights to	March 2023	Doing things with the community

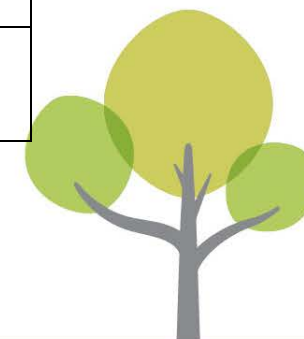


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		explore the co-location as they have R&B knowledge as well as DWP benefits. Agree we should work closer with key partners		No one gets left behind
L8	Implement a comprehensive customer referral mechanism for customers requiring financial inclusion support	Welfare Rights Key Third Sector partners	September 2022	No one gets left behind
O5	Review the Council's approach to debt recovery and implement a Corporate Debt Recovery Strategy	Revenues and Benefits Manager Community Care Business Unit Housing Team	June 2022	No one gets left behind
O14	Implement Oracle Fusion and achieve transformational benefits and cashable savings	IT HR Business Transformation	October 2022	Local Investment Green
O27	Implement a Corporate Asset Management System	IT Strategic Asset Team Procurement	December 2022	Doing things with the community
O26	Have in place a Corporate Commercial Strategy and deliver at least two business streams	Leadership Team Service Managers	Commercial Strategy approved – May 2022 First business stream operational – October 2022	Doing things with the community Local investment
O14	Complete CIPFA Financial Management Review and implement first phase of Improvement Plan	Finance Team Leadership Team	Action Plan approved by April 2022 First phase of actions complete by October 2022	Local Investment





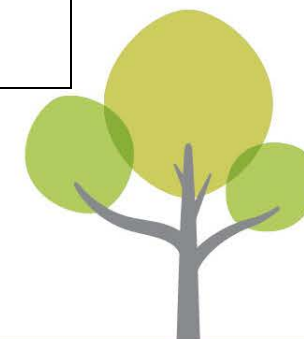
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
O14	Complete outstanding actions from CIPFA Financial Management Code	Finance Team Leadership Team	September 2022	Local Investment
E2	Undertake analysis on the Councils spend to: <ul style="list-style-type: none"> Baseline the amount the Council spends locally Define local and regional spend Identify opportunities to aggregate spend Identify % of spend currently under a contract 	Procurement and Payments Team	April 2022 April 2022 July 2022	Local Investment
O1	Undertake a lean system review of the Councils payment processes improve current performance	Procurement and Payments Team All Directorates	September 2022	Local Investment
E2	Carry out regular engagement and training events for local suppliers	Business Growth Team	First event by April 2022 then quarterly throughout the year	Local Investment Doing things with the community
E2	Review the Council's Contract Procedure Rules and streamline procedures to make it easier for suppliers to do business with the Council whilst still ensuring that they comply with Public Contract Regulations	Legal Services Business Growth Team	June 2022	Local Investment
O17 E8	Introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules	Business Growth Team	September 2022	Local Investment
L15	Review Non-Residential Social Care Charging Policy	Director of Adult Social Care	October 2022	Doing things with the community
O1	Undertake a comprehensive Corporate Governance Training programme for officers and members	Procurement Team Finance Team Legal Team	Complete all training by September 2022	No one gets left behind





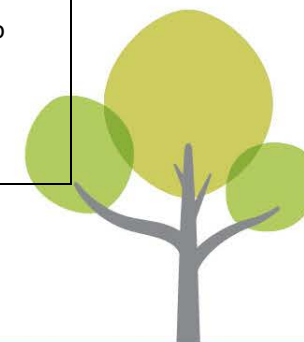
Regeneration & Growth

Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C2	We will deliver the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal funding.	Partner Organisations Town Deal Board Local Boards Ward Councillors	24 March 2022	Local Investment Doing things with the community
E6	We will deliver the agreed Town Deals in collaboration with our partners across Rowley Regis, Smethwick and West Bromwich	Partner Organisations Town Deal Board Local Boards Ward Councillors	25/26	Local Investment Doing things with the community
C7	We will deliver the operational requirements to ensure the smooth running of the Commonwealth Games and ensure a lasting legacy for Sandwell.	B2022 Organising Committee; Transport for West Midlands; West Midlands Police; West Midlands Fire Service; Wates Construction Limited	July / August 2022	Local Investment Doing things with the community
E3	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.	B2022 Organising Committee; Active Black Country; Sport England; Black Country LEP; West Midlands Growth Company; SCVO.	March 2023	Local Investment Doing things with the community No one gets left behind



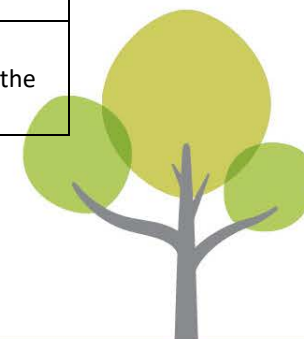


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C10	We will work with partners to deliver initiatives that will help up to achieve our climate change strategy and the target of being a carbon neutral borough by 2041.	WMCA, Midlands Energy Hub, BBC LEP, SWM	Milestones to be agreed	Green in everything we do
	Produce Corporate Climate Change Action Plan to ensure we can meet our 2030 and 2041 targets for carbon neutrality	Fleet & Waste, Education, Housing, Parks & Countryside	Feb 2022	Green in everything we do
C11	We will embed climate change considerations into our decision making to enable us to become a carbon neutral council by 2030.	Law & Governance	Dec 2022	Green in everything we do
	Develop and implement council-wide programme of carbon literacy		Aug 2022 (for programme to begin)	Green in everything we do
H12	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.	Registered Social Landlords Housing Developers	Milestones to be agreed	Local Investment Doing things with the community
H13	We will continue to progress the review of the Black Country Plan to ensure the policy base is robust and meet the needs of Sandwell and the Black Country.	Black Country Local Authorities Other Council directorates TfWM/WMCA Developers Residents	Adoption scheduled Spring 2024	Local Investment Green In Everything We Do No One Gets left Behind
E9	We will have a current strategic plan for the Borough that feeds into the Black Country Plan and ensures we allocate appropriate development land to meet our future needs for housing, employment opportunities, amenities and community facilities.	Other Council directorates TfWM/WMCA Land Owners Developers Residents	Sandwell Development Plan adoption scheduled Late 2024 Revised adoption scheduled early 2025West Bromwich AAP	Local Investment Green In Everything We Do No One Gets left Behind



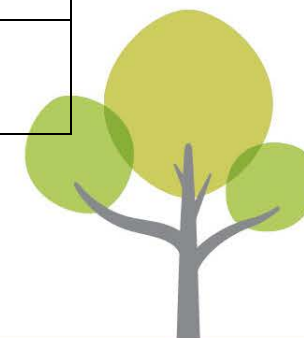


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
H18	We will deliver a rolling programme of upgrades to our stock that improves energy efficiency and plan for the installation of alternative heating systems.	Housing directorate/Delivery partner	2030 (Milestones to be agreed)	Local Investment Green in everything we do
	Produce plans to transition the borough’s homes towards becoming net zero through a programme of retrofiting	Housing directorate/delivery partner/WMCA	2041 (Milestones to be agreed)	Local Investment Green in everything we do
	We will work with partners and others to ensure Sandwell is resilient to the impacts of a climate change.	Housing/NHS Trust, WMCA/Forestry Commission	2041 (Milestones to be agreed)	No one gets left behind. Local Investment. Green in everything we do
E1	We will lead our partners in Sandwell to make the most of all our assets, spend local wherever possible and make long-term investment decisions that benefit our borough	Anchor Network	Milestones to be agreed	Local Investment
	Establish Anchor Network and commence delivery against priorities	Anchor Network CLES	22/23	
E4	We will work proactively with our partners at the Local Enterprise Partnership, West Midlands Combined Authority and in central government to take maximum advantage of funding opportunities to secure additional funding for Sandwell regeneration projects.	Leader and CEO WMCA BCLEP	Milestones to be agreed	Local Investment
E4	Sustained outward looking approach to developing key local and sub regional relationships	All local and sub regional organisations	Milestones to be agreed	
E5	We will work with our health partners to deliver the Midland Metropolitan University Hospital and to maximise the significant regeneration benefits to the	NHS, Universities and Sandwell College	Ongoing	Number of learning opportunities as set out in the TF FBC

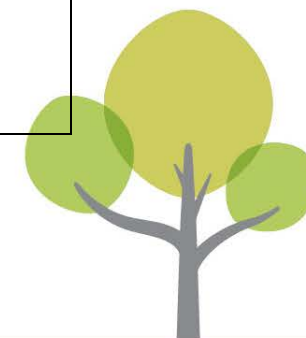




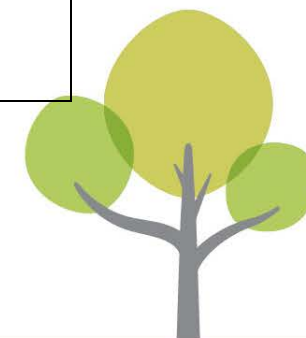
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
	wider surrounding area, including training, traineeships, apprenticeships and employment opportunities.			
E10	We will develop an overarching Regeneration Strategy supported by an approved Pipeline of Regeneration Projects to support economic recovery from Covid19.	Partner Organisations Cabinet Members Ward Councillors WMCA BCLEP	March 2022	Local Investment Doing things with the community
E11	We will work more closely with strategic businesses to develop shared opportunities	West Midlands Growth Company Black Country Growth Hub Federation of Small Businesses Chamber of Commerce	22/23	Local Investment Doing things with the community
E12	We will strengthen our business sector so that local people can benefit from quality jobs that are stable and well paid through our work with Stronger and Inclusive Economy Board	Overlapping responsibility with Employment and Skills	Milestones to be agreed	Local Investment No one gets left behind
E13	We will develop and implement an economic recovery strategy to support businesses and deliver economic growth in Sandwell following the impact of Brexit and Covid	Local Businesses BC Growth Hub BCLEP WMCA BC Chamber of Commerce	2022 (Milestones to be agreed)	Local Investment No one gets left behind
E14	We will work with our partners to support the development and growth of business start-ups in Sandwell	SWEDA Chamber of Commerce Black Country Growth Hub	22/23 (Milestones to be agreed)	Local Investment Doing things with the community



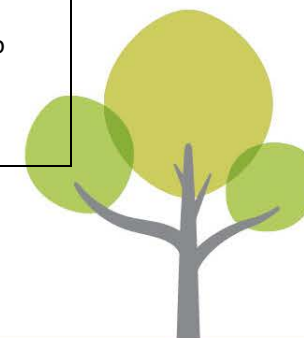
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Federation of Small Businesses		
E15	We will support local businesses to reduce their carbon footprint and work towards carbon zero targets	Black Country Growth Hub BEIS BCLEP WMCA Universities	23/24 (Milestones to be agreed)	Green in Everything We Do Local Investment
E16	We will establish more business networking and support events utilising Sandwell's Business Ambassadors	Sandwell Business Ambassadors	22/23 (Milestones to be agreed)	Doing things with the community Local Investment
A1	We will work with the WMCA to ensure that our residents can access employment opportunities across the region, particularly by public transport.	TfWM West Midlands Rail Executive Public Transport Operators	Ongoing (Milestones to be agreed)	Local Investment Green in Everything We Do No One Gets left Behind
A2	We will continue to work with partners to deliver the West Midlands Metro extension connecting Wednesbury to Brierley Hill and the SPRINT scheme.	Black Country Local Authorities Other Council directorates TfWM/WMCA	WBHE – Completion late 2023 Sprint Phase 1 – Completion June 2022 Sprint Phase 2 - TBC	Local Investment Green In Everything We Do No One Gets left Behind
A3	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.	Black Country Local Authorities Other Council directorates TfWM/WMCA	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do No One Gets left Behind



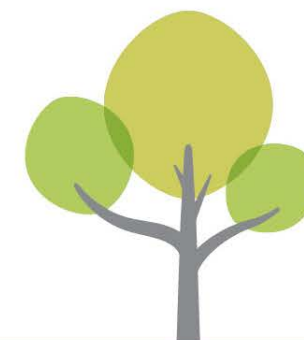
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
A6	We will enable people to get around in a healthy and sustainable way, supporting our health and wellbeing and our climate change strategies.	Black Country Local Authorities Other Council directorates TfWM/WMCA Developers Residents	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do No One Gets left Behind Doing Things With the Community
A7	We will continue to implement Sandwell's Cycling and Walking Infrastructure Plan and deliver a programme of infrastructure improvements across the borough.	Black Country Local Authorities Other Council directorates TfWM/WMCA Developers Residents	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do No One Gets left Behind Doing Things With the Community
A8	We will ensure that all public transport options available locally are as green as possible, including lobbying for clean green buses for our borough.	TfWM West Midlands Rail Executive Public Transport Operators	Ongoing with regards to rail Target date for all buses to be zero emission is 2030	Local Investment Green In Everything We Do No One Gets left Behind
A9	We will maximise government funding opportunities for infrastructure through working with our partner organisations including the Black Country Transport Team and Transport for West Midlands.	Black Country Local Authorities Other Council directorates TfWM/WMCA Midlands Connect National Highways	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do



Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
A10	We will develop and maintain relationships with Midlands Connect to profile major transport interventions in Sandwell.	Black Country Local Authorities Other Council directorates TfWM/WMCA National Highways	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do
A11	We will continue our partnership work with the Canal and River Trust to enable us to make the best use of our waterways.	Towns Fund Board and Superboard	March 2023 (Milestones to be agreed)	Canal waterways under-developed
A14	We will continue to deliver our key transport infrastructure projects, namely the major upgrade of Birchley Island, metro corridor walking and cycling programme, and Blackheath interchange.	Black Country Local Authorities Other Council directorates TfWM/WMCA National Highways	Birchley Island – Delivery by 2025 (Milestones to be agreed) Metro Corridor Walking & Cycling – Delivery by late 2023 (Milestones to be agreed) Blackheath Interchange – delivery by 2025 (Milestones to be agreed)	Local Investment Green In Everything We Do
A14	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.	TfWM West Midlands Rail Executive Network Rail Public Transport Operators	Ongoing (Milestones to be agreed)	Local Investment Green In Everything We Do No One Gets left Behind Doing Things With the Community

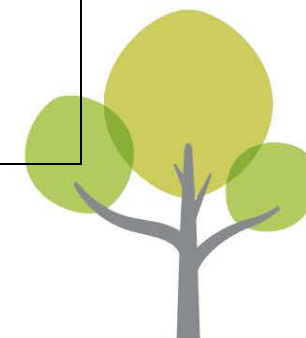


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
A15	We will ensure Sandwell is well placed to support the move towards electric vehicles by delivering key infrastructure requirements.	Black Country Local Authorities Other Council directorates TfWM/WMCA Developers	Ongoing but Black Country ULEV Strategy envisages roll out by 2025 (Milestones to be agreed)	Local Investment Green In Everything We Do No One Gets left Behind
A18	We will work with WM5G to ensure Sandwell maximises opportunities for 5G infrastructure	WM5G	WM5G project will be coming to an end next year. 5G rollout will continue from MNOs so delivery date is flexible in terms of infrastructure.	



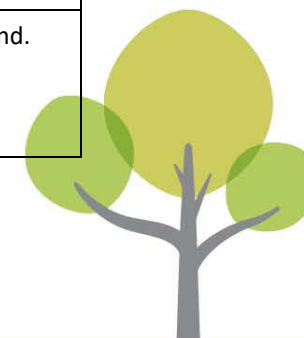
Housing

Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
H1 and H2	We will deliver much needed new homes across the borough etc. We will help keyworkers to access affordable housing etc	Registered providers, WMCA	March 2023 (Milestones to be agreed)	No one gets left behind
H3	Keep people independent in their own homes for as long as possible through best use of Disabled Facilities Grant	Adult Social Care, Children's and Education Services	March 2023 (Milestones to be agreed)	No One Gets Left Behind. Local investment.
H4	We will focus more of our ambitious house building programme on the needs of our children and young people who have complex needs or experience of care. Create the business case to bring in to use starter flats for young people in work/training. Design and deliver training and support for care leavers managing their own tenancies	Children and Education Services	March 2023 (Milestones to be agreed)	No One Gets Left Behind. Local investment.
H5 and H6	We will focus more of our council house building on the needs of people with learning disabilities, autism and mental health needs. We will develop the second council house build programme.	Specialist registered providers. WMCA, Homes England, RPs generally.	March 2023	No One Gets Left Behind. Local investment.





H7	We will incorporate more renewable energy measures into the design of new build homes, including MMC and heating.	WMCA	March 2023	Green in Everything We Do.
H8 and H9	Bring forward a new Homelessness Strategy focussed on increasing prevention, early intervention and rapid rehousing	West Midlands and Sandwell Homelessness Partnerships. RPs	Adopt Strategy by October 2023 with annual milestones to 2025	Doing Things with the Community. No One Gets Left Behind.
H11	Bring empty homes in to use and raise standards in the private rented sector	PRS landlords and tenants. Landlord bodies.	March 2023 and annual	No One Gets Left Behind. Local Investment.
H14	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.	WMCA, Regeneration and Growth, DLUH	March 2023	Local Investment.
H15 and H16	Modernise estate management based on early identification and interventions	Tenants, community groups, ASB team, Adult Social Car, Health and Children's Services.	October 2022 and annual	Doing Things with the Community.
H17	Safer homes – social housing and PRS. Proactive advice and guidance offered to landlords and tenants	Landlords and landlord bodies. Tenants. Regulators. RPs	March 2023 and ongoing	Doing Things with the Community. Local Investment.
H18 and C13	Upgrades to our stock including energy efficiency and alternative heating systems.	Regeneration and Growth directorate, WMCA	March 2023 and ongoing.	Green in Everything We Do. Local Investment.
H19	Become an official Borough of Sanctuary	National Movement, Brushstrokes, Children and Education	December 2022	No One Gets Left Behind.

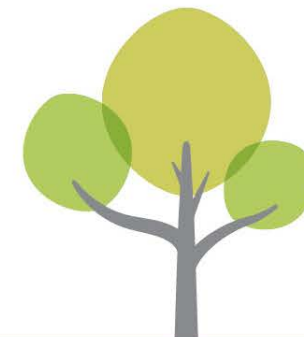




H20	Increase the scope and impact of tenant engagement. Tenant and Leaseholder Scrutiny Panel fully up and running.	Tenants, TMOs, SCIPs.	April 2022	Doing Things With the Community
O3	We will build a One Council : One Team ethos, breaking down barriers, collaborating. Identify projects where Housing can add value and contribute towards delivery of other directorates’ objectives.	All other directorates	Ongoing	No one gets left behind

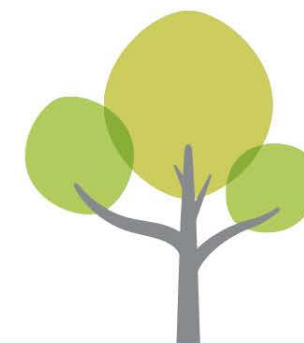
Public Health

Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L12	Drug Services (to prevent, treat and sustain recovery from substance misuse)	Strategic Drug and Alcohol Partnership	Ongoing	No one gets left behind
L12	Alcohol Services (to prevent, treat and sustain recovery from alcohol misuse)	Strategic Drug and Alcohol Partnership	Ongoing	No one gets left behind
L7, L8	Integrated sexual health services (e.g. contraception advice, distribution of condoms, HIV testing and management, STD testing)	Sandwell and West Birmingham NHS Trust	Ongoing	No one gets left behind Doing things with the community
L5, L6, L12	Healthy eating and weight management	Aseptika Ltd (weigh2go), Wellness that works	Weigh2go- November 2021- November 2023	No one gets left behind Doing things with the community

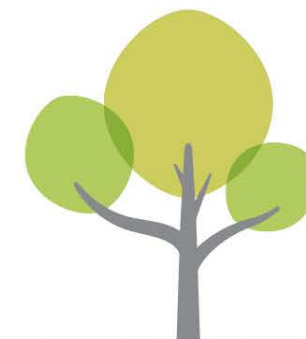




Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L2, L3	We will support the roll out of the COVID- 19 vaccination programme	Sandwell Council of Voluntary Organisations, Faith Sector, Community	Ongoing	No one gets left behind Doing things with the community Local investment
L1, L3, L4, L5, L6, L8, L10	Healthy Sandwell advice and referral service	Stop Smoking provider, Weight Management Providers, GP Practices, Drug and Alcohol provider, Diabetes prevention provider, Voluntary and community sector providers	Ongoing	Local investment Doing things with communities No one gets left behind
B15, B17, L2, L4, L5, L6, L7, L8, L10, C1	Investment and support of community mental health programmes (including pre-and post-natal support groups; a parenting programme; an anti-bullying campaign)	Various internal, Voluntary Sector Organisations	June 2022	Local Investment, Doing things with the community No one gets left behind
L2, L3, L7, L8	COVID-19 outbreak and contact tracing	UKHSA	Ongoing	No-one gets left behind Doing things with the community No one gets left behind
B5, B6	Public Health support to babies and parents	Health Visiting, Best Start Teams, Inclusion Support Early Years, Speech	Ongoing	No-one gets left behind

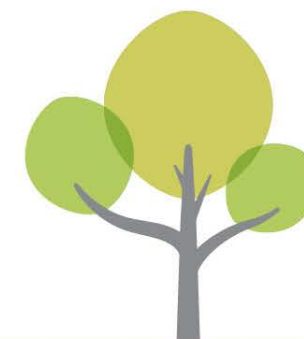


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		and Language Therapy, Children's Centres, Early Years education settings		
B11, B12, B15, B16, B17	School Nursing	Sandwell and West Birmingham Hospital Trust, Sandwell Schools	Contract end March 2025 (with an optional extension of 2 years)	No-one gets left behind Doing things with the community
L1, L8	Stop smoking support (work with maternity units to facilitate referrals for pregnant women into the service)	New Smoking Cessation Provider	Ongoing	No-one gets left behind
L1, L8	Stop smoking support (community-based service offering 12 weeks of quit support)	New Smoking Cessation Provider	Ongoing	No-one gets left behind
L7, L8	Public Health marketing campaigns		Ongoing	Doing things with the community
L5, L6, L7	Inclusive cycling programme	To be determined following procurement process	April 2022- April 2024	No one gets left behind Doing things with the community
L5, L6, L7	Sandwell Stride programme (volunteer-led walking scheme) and digital app-based walking offer	Ramblers association and Go Jauntly	Sandwell Stride- October 2021- October 2024 Go Jauntly- May 2021- May 2023	Green is everything we do Doing things with the community





Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L5, L6, L7	Greenspace utilisation (physical activity in parks and open spaces)	Parks, Sports and Leisure Team, Provider to be determined following re- procurement process	April 2022- April 2024	Green is everything we do Doing things with the community
L1, L2, C10, C16, C17, C19, C20	Engagement of faith sector in Public Health work	Faith Sector Partners	Ongoing	Local Investment Doing things with community No one gets left behind Green is everything we do
B15, B17, L5, L6, L7, L10	Develop the Charter Mark framework and expand into the Voluntary and Community Sector (VCS) (a declaration of support for, and set of commitments to, the wellbeing and mental health of everyone working in VCS)	Inclusion Support, Voluntary and Community Sector organisations	December 2022	Local Investment Doing things with the community
B11, B15	Relationship and Sex Education (targeted sessions in non-mainstream school settings and one-to-one sessions for vulnerable young people)	Brook (provider), Sandwell schools, Integrated Sexual Health Service	Contract end date March 2023.	Doing things with the community No one gets left behind

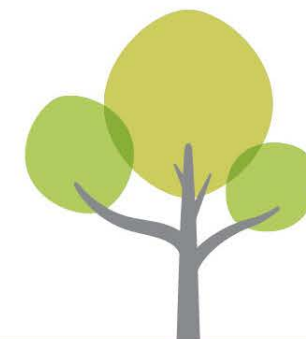


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L4, L5, L6, L8, L15, L16, L17	Falls Prevention (service to improve strength and balance for older people)	Solutions4Health (provider), Healthy Sandwell and Public Health Development officers (referrals)	July 2021-July 2023 (option of +1 - July 2024)	Local Investment Doing things with the community No one gets left behind
C1, C4	Community champions programme (engaging local people to support public health messages e.g. around climate change, healthy lifestyles, addictive behaviours)	Sandwell's community and voluntary sector	Ongoing	Doing things with the community No one gets left behind Local investment
L1, A8	Air Quality (a variety of measures to improve the air quality in the borough, e.g. by encouraging use of public transport)	Planning department, including Planning Policy, Development Management, Transportation, Highways.	Ongoing	Doing things with the community No one gets left behind



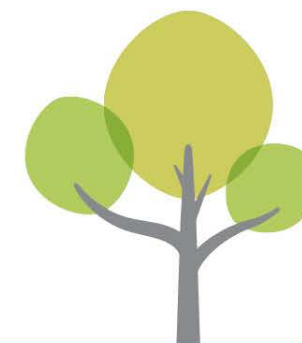
Adult Social Care

Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L13 L17 L18	Established operating model for intermediate community Social Work Team	Community Health Services	January 2022	Local investment Doing things in the community
L13 L17 L18	Operating model for integrated hub	Acute Health	December 2021	Local investment Doing things in the community
L13 L17 L18	Knowle:- Development of operating model and recruitment of staff	Human Resources Community Health Services	February 2022	Local investment Doing things in the community
L13 L17 L18	Joint Equipment Stores site development and relocation of Community Alarms	Estates	February 2022	Local investment Doing things in the community
L13 L17 L18	Options appraisal on STAR service due to impact of Discharge 2 Access	Adult Social Care Commissioning Procurement	January 2022	Local investment Doing things in the community

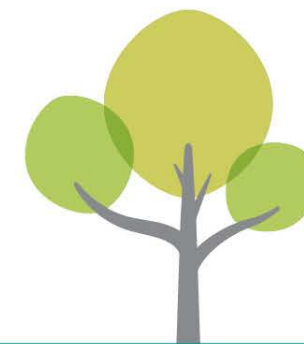




Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L19	The draft Carers Strategy and Delivery Plan will be presented to the Health & Wellbeing Board in February 2022 which will outline the offer to carers	Commissioners Care management Carers Voluntary Community Sector Children’s Trust Clinical Commissioning Groups Mental Health Trust Public and Private Sector Employers	February 2022	No one gets left behind Doing things in the community
H3 L17 L18	Willow Gardens Complete and operationally open	Estates	January 2022	Local investment Doing things in the community
H3 L17 L18	Walker Grange Plan to upgrade and develop dementia offer	Estates Housing	February 2022	Local investment Doing things in the community
L13 L14 L15	Review and option appraisal of in-house day service offer	Advocacy Adults Social Care Commissioning Finance	January 2022	Doing things in the community No one gets left behind

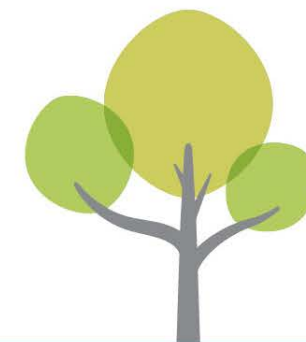


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Health		
L16	Adult safeguarding improvements in practice and performance Immediate actions Action plan in development	Sandwell Safeguarding Adults Board	March 2022	No one gets left behind
L16	Embedding learning from Safeguarding adult reviews (SARS) and internal audits	Safeguarding Adults Partners Corporate Learning and Development Research in Practice licence.	Process has commenced March 2022	Doing things with the community No one gets left behind
L12	Twelve Month (Fixed Term) Consultant Social Work Post to aide practice in drug and alcohol dependency	Public Health Housing Blue Light Project Sandwell Safeguarding Adults Board Cranston	February 2022	Doing things with the community No one gets left behind
L7	Strength -based practice framework	Adult Social Care Commissioning Team	March 2022	Doing things with the community No one gets left behind
L17	Establish a programme of complete actions required for	Temporary Operations Manager	January 2022	Doing things with the community

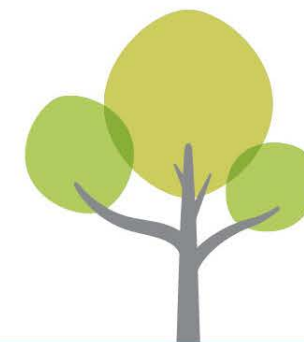




Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
	the transformation of social work and therapy			
L20	Develop a comprehensive workforce strategy for social work and therapy to improved recruitment and retention	I grade managers and workforce planning group	January 2022	Doing things with the community
L13 L17 L18	Realignment of intermediate Social Work Team with community social work teams		March-April 2022	Local investment Doing things in the community
L13 L17 L18	Knowle: Service operational		July-August 2022	Local investment Doing things in the community
L13 L17 L18	Joint Equipment Stores and Community Alarms Established working site at Daulton Way. Established substores at Knowle and community sites.	Health Therapy services	April 2022	Local investment Doing things in the community
L19	Implement agreed Carers Strategy and Delivery Plan. Review current commissioned services to ensure fit for purpose and agree revised commissioning plan	Commissioners Care Management Carers Voluntary Community Sector	June 2022	No one gets left behind Doing things in the community



Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Children's Trust Clinical Commissioning Group Mental Health Trust Public and Private Sector Employers		
H3 L17 L18	Walker Grange Work undertaken to implement upgrade and develop dementia offer	Estates Housing	April-May 2022	Local investment Doing things in the community
L13 L14 L15	If the in-house model is agreed, remodelling of the service would need to take place	Human Resources TEASC – Transformation Team	April-May 2022	Doing things in the community No one gets left behind
L16	Adult safeguarding improvements in practice and performance Monitor progress and review need for new actions		June 2022	No one gets left behind
L17	Implement the transformation programme identified for social work and therapy		February 2022	No one gets left behind
L7	Strengths-based practice training plan	Corporate Learning and Development Team Adult Social Care Commissioning Team	September 2022	Doing things with the community No one gets left behind



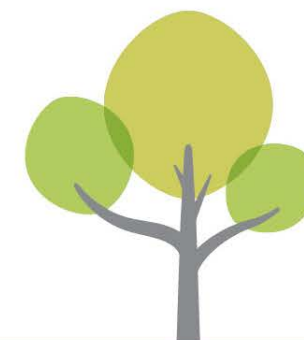
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Therapy Services Day Care Service STAR Service Co-production		
L20	An approved and resourced workforce strategy for social work and therapy is in place		February 2022	Doing things in the community
L13 L17 L18	Established service and Social care operating models	Health (Clinical Commissioning Group & Acute) Commissioning	June-July 2022	Local investment Doing things in the community
L19	Review and refresh Carers Strategy	Commissioners Care management Carers Voluntary Community Sector Children's Trust Clinical Commissioning Groups Mental Health Trust	June 2024	No one gets left behind Doing things in the community





Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Public and Private Sector Employers		
H3 L17 L18	Willow Gardens and Walker Grange fully developed and operational		October 2022	Local investment Doing things in the community
H3 L17 L18	Review of accommodation needs and requirements for the future (accommodation strategy)	Housing Commissioning	October 2022	Local investment Doing things in the community
L13 L14 L15	New in-house operating model in operation and offer new service	Commissioning Community Social Work	October 2022	Doing things in the community No one gets left behind
L17	Review progress and refresh the transformation programme identified for social work and therapy		TBC	No one gets left behind
L20	An approved and resourced workforce strategy for social work and therapy is implemented		TBC	Doing things in the community

Business Strategy & Change





Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
O1	We will create a modern, outstanding council, one where our organisational structure, business systems, process and people and cultural working practices are fully aligned to deliver our strategic outcomes.			
O1	To refresh the Council's Storage Area Network (SAN)	Within service	April 2023	No-one gets left behind Green in all we do
O1	To refresh the VMWare hosting platform.	Within service	October 2022	No-one gets left behind Green in all we do
O1	To refresh the Local Area Network (LAN) switches throughout Council buildings. Phase 1 and 2	FM and all Service Areas	March 2024	No-one gets left behind Green in all we do
O1	To create a Device Refresh Policy	ICT Leadership Information Governance?	January 2023	No-one gets left behind Green in all we do
O1	Carry out a review of the ICT Strategy and produce new one for 2022-2025	ICT Leadership All Service Managers	April 2023	No-one gets left behind Green in all we do
O1	To replace Avaya telephony system to link into Microsoft 365 technology	Customer Contact Centres	Jan 2023	No-one gets left behind Green in all we do





Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
		Service managers		
O1	Implement Oracle Fusion	Finance, HR, ICT, Leadership Team	(Milestones to be agreed)	
O5	We will design a corporate approach to improve both the accessibility of Council services and the quality of service we deliver; to make sure that Sandwell people get a good quality, consistent level of service, however they choose to contact the council.			
O5	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.	All employees Elected Members Sandwell Citizens	January 2023	Doing things with the Community No one gets left behind
O7	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			
O7	Invest in our customer Contact Centre telephony systems to ensure an efficient and effective system is in place.	ICT Revenues & Benefits Adult Social Care	January 2023	Doing things with the Community No one gets left behind
O8	We will exploit the potential of new technology and 5G to deliver services more effectively and efficiently across the organisation			
O8	Deploy new Windows10 build to all users including Always On VPN.	Within service	(Milestones to be agreed)	
O8	Deploy Multi-Factor Authentication (MFA) to all users.	Within service	(Milestones to be agreed)	
O9	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.			

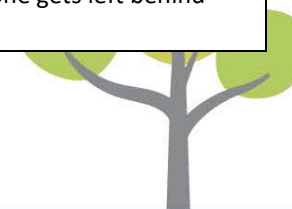


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
O09	We will invest in a range of opportunities, qualifications and experiences for our workforce. We will do this through workforce development plans to ensure our workforce is an enabler for current and future service delivery.	Leadership Team Service Managers Managers	Ongoing	No-one gets left behind
O10	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.			
O10	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	Human Resources Leadership Team Service Managers Managers	Ongoing	No-one gets left behind
O10	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.	Senior Leaders Service Managers	Begin Rollout March 2022	No-one gets left behind
O11	We will continue to build on existing workforce mental health and wellbeing resources, by proactively responding to emerging challenges and trends, enabling our employees to effectively support their own, and their colleague's, positive mental health and wellbeing.			
O11	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.	Senior Leaders Service Managers All employees External partners	April 2022	No-one gets left behind
O12	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.			



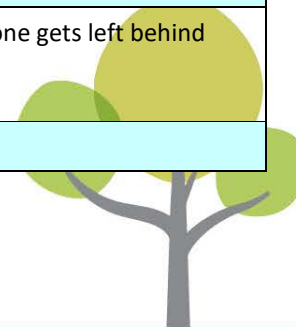


Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
O12	We will continue to develop and embed excellent people management practices, as identified by subject matter experts and leading recognised frameworks.	Leadership Team Service Managers External Partners	Ongoing	No-one gets left behind
O13	We will promote our successful work experience, apprenticeship, intern and graduate programmes to local people.			
O13	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.	Education, Skills and Growth Senior Leaders Service Managers Managers	New approach by April 2022??	No-one gets left behind Local investment
O14	We will build robust and effective systems which improve transparency and co-ordination around decision making and service delivery.			
O14 /O26	Develop and implement corporate planning and performance management framework to ensure delivery of Corporate Plan	Cabinet Leadership Team Service Managers Performance Leads	April 2022	All – will need to build in determining impact on these measures into PMF
O14	Establish Corporate Transformation Programme and PMO with corporate methodologies to realise savings and service benefits	Leadership Team Project managers	(Milestones to be agreed)	All – impact of projects within CT Programme
O14	Develop Corporate Data Strategy to define and deliver our approach to Business Intelligence	Information Governance Performance & Intelligence Teams	(Milestones to be agreed)	All – use of data and intelligence will inform service development and delivery
O18	We will review and refresh the organisations digital strategy and digital platforms			
O18/ O6	1. Facilitate a strategic conversation on producing a digital inclusion strategy with both internal and external stakeholders			Doing things with the Community No-one gets left behind





Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
O18	<i>Develop Digital Strategy, maximising the opportunities for Sandwell from the WMCA digital roadmap.</i>			Doing things with the Community No-one gets left behind
O20	We will embed co-design and collaboration as the standard approach for designing our services and developing our future priorities			
O20	Co-production Network – facilitate and grow network across the council as resource to develop co-production in Sandwell	Community Partnerships Team Leadership Team Members	Ongoing (Milestones to be agreed)	Doing things with the Community Local Investment
O21	We will listen to and work alongside Sandwell residents and partners to make sure that everything we do is focused on achieving the best outcomes.			
O21	Residents Panel – establish and manage the mechanism for engagement with residents across the borough to inform decision making	Leadership Team Members Partners	May 2022 (Milestones to be agreed)	Doing things with the Community No-one gets left behind
O21	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.	All employees Elected Members Sandwell Residents	Links to Customer Access Strategy & above action	Doing things with the Community
O23	We will review how we manage complaints and customer feedback within the council to make sure that when things don't go to plan, we put them right and learn from what has happened			
O23	Customer Feedback Review – implement recommendations to improve customer experience	Leadership Team Members Staff involved in managing customer feedback	(Milestones to be agreed)	No-one gets left behind
O26	We will ensure all our services provide value for money and are run as efficiently as possible.			

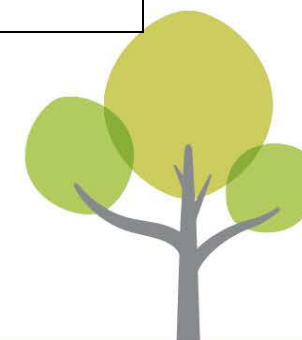




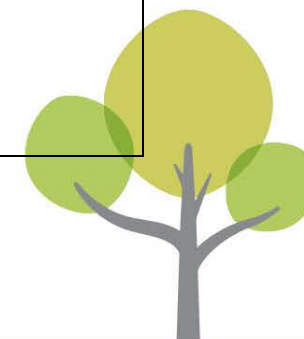
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver	Delivery Date	Fairer Sandwell Principle/s
O26	Carry out a gap analysis against cyber security standards and create an improvement plan.	Resilience Team Service Areas	(Milestones to be agreed)	
O26	Carry out a gap analysis regarding BCP against real life scenarios	Resilience Team Service Areas	(Milestones to be agreed)	
C1	We will ensure our grant funding of community/voluntary sector activity supports the priorities outlined in the Corporate Plan.			
C1	Bring together governance arrangements and budgets to ensure VCS grants are aligned to corporate objectives	Leadership Team Commissioners	April 2022	All

Children’s Services

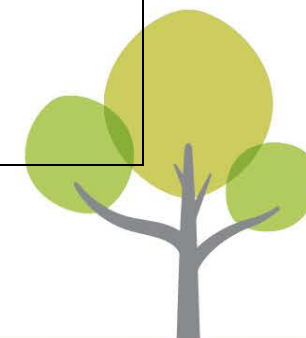
Ref. (from CP)	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
B1	Black Country Early Years Outcomes group will continue to work together to specifically focus on Communication and Language, pool resources, share good practice and strategic responses. http://blackcountryearlyoutcomes.co.uk/	Stakeholders who are actively involved in the Black Country Language Pathway	On going	No one gets left behind



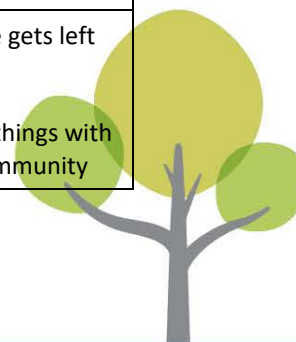
B2	<ul style="list-style-type: none"> Through the work of the EYTA (above) a speech, language and communication audit was conducted and the support of children between the ages of 12-24 months was identified. A multi-agency group devised a Sandwell Speech and Language pathway that provided the framework for services and interventions that are available. 	Children's Centres, PVI, Schools, Virtual School, Sandwell Children's Trust, National Stakeholders such as ICAN.	July 2022	No one gets left behind
B3	<p>Recommission Children's Centre provision so that new contracts are in place by 1 April 2022.</p> <p>Review existing health services provided through children's centres and seek to expand in line with latest government guidance about family hubs.</p> <p>Establish a community outreach programme to improve our community reach.</p> <p>Continue to recruit volunteers from the community as part of local teams.</p>	<p>SMBC Procurement, Legal, Early Years, Public Health, Sandwell Children's Trust</p> <p>Public Health, Health Visiting, Midwifery</p> <p>The Children's Centre's providers will draw up an action plan to reach families across the borough, they will maximise opportunities working with other agencies</p> <p>Childrens Centres providers will lead on local recruitment</p>	<p>01/04/22</p> <p>30/09/22</p> <p>The outline plan will be agreed by 30/09/22</p> <p>Providers will begin recruitment from 1.4.22</p>	<p>Improving access to local services</p> <p>Improving the reach of services</p> <p>Maximising volunteering opportunities</p>
B4	<ul style="list-style-type: none"> Implement the Speech and Language and Communication Needs (SLCN) Pathway across the early years sector with a strong focus on partnership working including families. To improve the outcomes for all children, particularly those vulnerable groups 	Parents, Public Health Commissioner, Children's Centre Commissioner, Early Years Quality Team, Speech and Language Therapy, Maternity and Midwifery.	<p>Implement Sept 2021</p> <p>Quarterly reviews</p>	



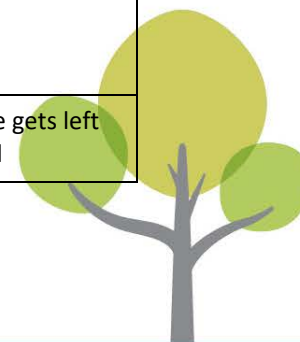
B5	<p>Ensure the Council maintains a safeguarding oversight by;</p> <ul style="list-style-type: none"> Continuing to provide support and challenge to families to ensure children continue to receive a suitable and appropriate education Ensuring EHE families are treated as part of the Sandwell learning community and continue to benefit from additional support and opportunities provided by a range of partners Improve and enhance the quality and consistency of initial consultation paperwork, progress reviews and judgements. Using self-audits to ensure that practitioners are reaching similar conclusions based on the information available/provided. <p>Implementing changes as a result of the recent review undertaken by the Children Services and Education Scrutiny Board and any changes to legislation following the Governments Education Committee review</p>	<p>Youth Service School Nurses Connexions SRES Library Service</p>	<p>On-going</p>	<p>No one gets left behind</p>
B6	<p>Multi agencies to continue to refer parents and practitioners to the Family Information Service website, for support to provide a consistent message across the borough. https://fis.sandwell.gov.uk/kb5/sandwell/directory/advice.page?id=wYxUKfjD0CU</p> <p>Bump to Five training sessions to be made available to expectant and new parents focussing on Spec, Language and Communication.</p> <p>WellComm Screening to be undertaken for children who are 18 months onwards and a parent's version of The Big Book of Ideas is in the development process.</p> <p>Public Health to fund a targeted project for children who are under one years of age to deliver an activity-based programme to support and boost early communication and language.</p> <p>Continue to offer half termly drop-in session for all practitioners, with targeted support around communication and language development</p>	<p>Parents and Families from Sandwell. Multi Agency Team, FIS Team EYFs Team. Practitioners from Schools, PVI, Childminders. ISEY Team. Expectant parents, EYFS Multi agency team "Sandwell Keeps Talking" Speech and language, health visitors, anti-natal support.</p> <p>Children's Centres, PVI, Child Minders Schools to screen from nursery age onwards.</p>	<p>Daily</p> <p>Monthly sessions Up until July 22</p> <p>July 22</p> <p>May 22</p> <p>July 22</p>	<p>Doing things with the local community No one gets left behind</p>



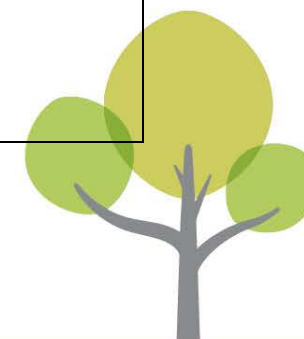
		Vol Com Parent Support Team, Places for People, Speech and Language, QTS, Practitioners from PVI, Schools, Childminders.		
B7	Early Years Multi-Agency Professionals Group will continue to meet regularly to provide a consistent, coherent strategic lead for all Early Years services.	ISEY, Health, Speech and Language, PVI	Ongoing Monthly Meetings	No one gets left behind
B8	<p>To continue to use the Early Language project with the National Literacy Trust as part of any future training and support, primarily focusing on babies and toddlers.</p> <p>To arrange further library projects through the Library service to promote communication and language skills development through Play, Talk and Read to be delivered in partnership with Children's Centres.</p> <p>To work with Sandwell's Trust and the LACE team to develop workshops supporting foster carers with young children's development, through REAL, Babbling Babies, Tots Talking.</p>	<p>Health, Speech and Language, PVI Wolverhampton LA, Walsall LA, Dudley LA Led by the National Literacy Trust</p> <p>Library Service, Children's centres</p> <p>Virtual School, Sandwell Children's Trust ICAN</p>	<p>Termly meetings</p> <p>Presently Half Termly meetings</p> <p>A timetable of delivery from now until July 22</p>	<p>No one gets left behind</p> <p>Doing things with the local community</p>
B9	<ul style="list-style-type: none"> We will continue to maintain pupil place planning data, to inform forecasting and SCAP returns to the DfE. A School Organisation Plan will help to inform future decision making. <p>Develop a methodology for the projection of the expected demand for places to meet provision for children with Special Educational Needs and Disabilities.</p>	Schools Multi Academy Trust Early Years Inclusion NHS	<p>Annually</p> <p>June 22</p>	No one gets left behind
B10	<p>PRIORITY:</p> <p>Increase the proportion of schools and academies rated good or better by Ofsted, particularly in the secondary sector</p>	School Improvement Team; Inclusion Team; EYFS Team; Behaviour & Attendance Team; Safeguarding Team	July 2022	<p>No one gets left behind</p> <p>Doing things with the community</p>



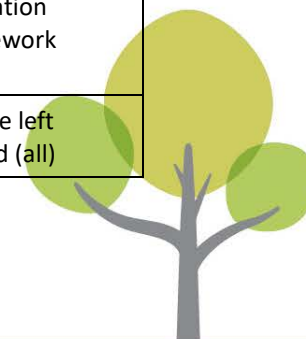
	<p>Improve pupil progress rates for all pupils, including vulnerable groups, to deliver improved GCSE and other Key Stage 4 outcomes</p> <p>Increase the proportion of pupils achieving the highest levels in all phases</p>			
B11	<p>Continue to develop and expand the role and remit of the Vulnerable Children Group (VCG) to ensure that our most vulnerable children and their families receive or can access the support they need.</p> <p>Develop learning and development across the workforce so we know what's needed, what works well, and that vulnerable children, young people and families are understood and responded to</p> <p>Encourage and support collaborative and partnership working to maintain service delivery and support the workforce</p> <p>Ensures it becomes embedded into Sandwell's early help offer.</p> <p>Leading on the Council's response to Reducing Youth Violence</p> <p>Maintain support to families who have chosen to Electively Home Educate</p> <p>Maintain welfare referrals to enable schools to seek support and guidance for families on the cusp of poor or irregular attendance</p>	<p>Families Schools & MAT's Dioceses Other Council Services SCT Health Police</p>	On-going	
B12	<ul style="list-style-type: none"> training for schools and wider workforce to ensure that a Trusted Adult is available in each setting to promote and maintain positive emotional health and wellbeing work with schools and the wider workforce to ensure that the Trusted Adults in schools and settings have increased knowledge, understanding and skills required to meet the needs of those with ACEs work with schools, early years settings, and voluntary sector organisations to establish and/or review the well-being charter mark 	<p>Schools, early years settings, college, voluntary sector organisations and wider education and Children's social care workforce, public health</p>	Implementation Sept 21	Ongoing
B13	<p>The Council retains statutory responsibility for the delivery of Children's Social care functions, however these are delivered by Sandwell Children's Trust Ltd.</p>	<p>Sandwell Children's Trust, Early Help Partnership,</p>	April 2022	No one gets left behind



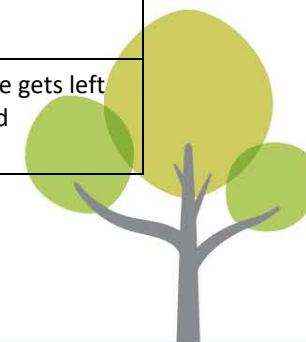
	<p>The Council will continue to provide strong oversight of children's social care functions delivered by Sandwell Children's Trust. The governance arrangements are now well established and robust ensuring that appropriate challenge is in place to ensure that where performance is below acceptable levels that actions are taken to remedy it.</p> <p>The Council will be working with the Trust to update the contractual KPIs that were put in place when the Trust was first established to ensure they better reflect the current context i.e. that the Trust's improvement journey has moved on from when they were judged inadequate by Ofsted, a recent judgement of 'good' for the Fostering Service and assurance visits by Ofsted since 2018 make it clear that the KPIs need to support the push to 'good' or 'outstanding'. The DCS will continue to chair the Children and Young People's Strategic Commissioning Partnership and use this as a mechanism to improve joint working between not only the Council and the Trust but other statutory and non-statutory providers. Working to ensure that those children that don't meet the threshold for statutory social care support continue to receive support through early help and preventative services.</p> <p>A contract review will take place looking back over the first four years of service delivery, the review will lead to recommendations being made on the whether the break clause should or shouldn't be utilised.</p>	Safeguarding Partnership, Corporate Parenting Board, Children and Young People's Strategic Commissioning Partnership	Monthly review of progress thereafter	
B14	<p>The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences for children in care and care leavers. The corporate parenting principles introduced within this legislation are important for all who exercise functions in relation to children in care and care leavers to ensure a more joined up approach. It is vital that all parts of Sandwell Council beyond those directly responsible for care and pathway planning recognise they have a key role, too. Sandwell Council continues to facilitate Corporate Parenting Board sessions with partners and young people, ensuring that our young people have a voice and are listened to. The council and its key partners are then able to effectively discharge their role and responsibility as corporate parent to all of our children in care and care leavers. Corporate Parenting Board is driven by the Corporate Parenting Strategy 2020-23 and the associated action plan within this strategy. The workstreams of Sandwell's Corporate Parenting Board are aligned to the</p>	SMBC Housing, SMBC Finance, SMBC Regeneration and Growth, SMBC Borough Economy, SMBC Business Strategy and Change, SMBC Law and Governance, SCT, Health, Police, DWP, stakeholders involved with Corporate Parenting Board.	Ongoing	<p>Doing things with the community</p> <p>Nobody gets left behind</p>



	<p>corporate parenting principles within The Children and Social Work Act 2017 and these workstreams also shape the agendas of Corporate Parenting Board meetings, the Action Plan and the Annual Report for the Board.</p> <p>Sandwell Council monitors its actions on the Corporate Parenting action plan through Leadership Team meetings where Directors monitor progress on a quarterly basis, ensuring that each action is on track and managed within the individual Directorates. Specific internal links within the Corporate Parenting Action Plan currently include links with Housing, Finance, Regeneration and Growth, Borough Economy and Business Strategy and Change. This also provides a forum where Directors are made aware of corporate parenting activity and furthermore the opportunities that may arise. The Leadership Team will directly receive regular updates from Corporate Parenting Board at these sessions allowing the council to hear the voices of our young people and to action any items as necessary.</p> <p>To continue to raise the profile of Corporate Parenting throughout Sandwell, there is also a commitment to the development of the existing Corporate Parenting training offer for Cllrs as well as the introduction of this offer for all Council Officers, this is being supported by Democratic Services colleagues.</p>			
B15	<p>Provide systems leadership across the Council, Children's Trust, health sector, voluntary sector and police to develop a refreshed Early Help Strategy and action plan that delivers the improvements required to strengthen early help in Sandwell. Give Regional Support as (Association of Directors of Children's Services) ADCS Sponsor for Early Help.</p>	01/04/22	SMBC, SCT, police, health, voluntary sector	No one gets left behind
B16	<ul style="list-style-type: none"> 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. 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. To work across agencies to deliver improvements specified in the SEND Operations Board Development Plan and meet aims of the SEND Strategy 	C/YP with SEND and their families, education settings across Sandwell, Education teams across directorate, Children's Trust, Adults Social Care, CCG / Health teams, SENDIASS and voluntary / charitable organisations	Ongoing	Specific baseline measurement identified within SEND Development Plan and Self Evaluation Framework
B17	PRIORITY	Schools / Public Health / Ed Psych / commissioned	All projects ongoing.	No one left behind (all)

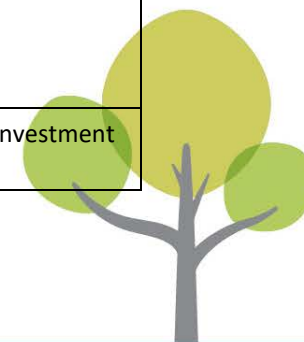


	<p>Ensure that our Looked After Children receive the additional support they need to succeed.</p> <p>Supporting schools to continue to develop and improve their RSHE provision including collaboration between schools, LA and partner groups around joint strategic aims and development of resources to support all stakeholders.</p> <p>Support the development of the LA's Strategy under <i>Transforming Children and Young People's Mental Health 2017</i> and the Link Programme.</p> <p>Developing and addressing issues arising around Sexual Harassment.</p> <p>Implementation of Poverty Proofing/Reducing the Costs of the School Day in LA schools in-conjunction with Public Health.</p>	<p>services via CCG and Public Health / WM police / VRU / MASH / Sandwell Child Safeguarding Partnership / Childrens Trust. (Poverty Proofing only): Children North East.</p>	<p>Link Programme: starting in January Poverty Proofing: running January 2022 to July 2023 (to be confirmed)</p>	<p>Working with communities (all)</p> <p>Green agenda (NA)</p> <p>Locally funded: all except for Link Prog (nationally funded), Poverty Proofing only</p>
A16	<p>Build on the positive changes made during COVID to ensure they are sustainable and that teams continue to explore the use of emerging technologies to maintain continuous improvement and ensure we support our staff to deliver a better more accessible service.</p> <p>Continue to explore new technologies to support remote working and how we engage with our partners</p> <p>Explore how digital inclusion will enable and support the streamlining of service delivery, so they can be provided in the most efficient and cost-effective way possible to our children, young people and families</p>	<p>Staff Children & Families Schools & MAT's Other Council Services SCT Health Police</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
A17	<p>The directorate will proactively engage with WM5G to ensure early identification of opportunities to enable teams and services to re-model and improve service delivery making it more accessible for both staff, children and families alike.</p>	<p>Staff Children & Families Schools & MAT's Other Council Services SCT Health Police</p>	<p>March 2023</p>	
C3	<p>In January 2022 Connexions will organise an event for children and young people to engage in positive careers activities.</p>	<p>Training Providers, Employers, Colleges, Universities</p>	<p>15 Jan 22</p>	<p>No one gets left behind</p>

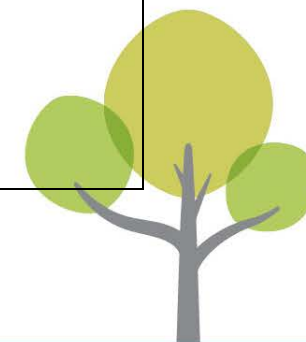




	<p>PRIORITY Through working with the SHAPE Forum, we will make sure that our towns become welcoming places for young people and that they have youth activities and facilities to give them a part in the local community (Youth facilities Review).</p>	<p>Young people Elected members Other Council Services Voluntary Sector</p>	Ongoing	No one gets left behind
E16	<p>Work with AEB deliverers to align training delivery to labour market needs. Engage residents in the AEB training offer to support them into employment.</p>	<p>Colleges Training providers WMCA Jobcentre Plus SAFL</p>	Aug 21-Jul 22	<p>No one left behind</p> <p>Doing things in the community</p>
E17	<p>Work with the Employment and Skills partnership on Sandwell’s digital offer ensuring employment pathways are in place from providers</p>	<p>Voluntary and Community Sector Jobcentre Plus SAFL</p>	Aug 21– Jul 22	<p>No one gets left behind Doing things in the Community</p>
E18	<p>PRIORITY - Work with schools and employers to develop the skills necessary for work and to improve the opportunities for young people to access apprenticeships and permanent employment</p>	<p>Schools Employers Careers Enterprise Company</p>	Sept 21 to July 22	No one gets left behind
E19	<p>Look at the opportunities brought by the development of the combined authority to increase employment in the borough</p> <p>PRIORITY: Encourage businesses to link closely with schools to enhance the curriculum and increase employment motivation in our young people</p>	<p>Employment and Skills partnership</p>	Sept 21 – Aug 22	No one gets left behind
E20	<p>Reinstate the work experience programme within the Council.</p> <p>Determine service areas able to offer work experience opportunities.</p> <p>Offer virtual work experience opportunities where physical placements are not possible.</p>	<p>Schools Jobcentre Plus</p>	Apr 22	No one gets left behind
E21	<p>Showcase apprenticeship opportunities available within the Council to residents, jobseekers and stakeholders.</p>	<p>Schools WMCA</p>	Apr 22	Local investment

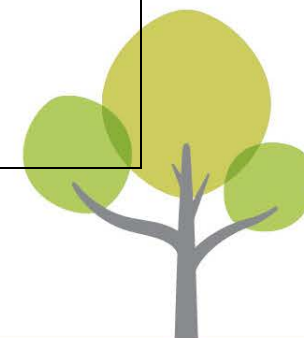


	Engage with businesses for apprenticeship levy transfer opportunities.	LEPs Chamber of Commerce		No one gets left behind
E22	<p>We will continue to engage with the business sector in Sandwell especially SME's to the increase take of apprenticeships.</p> <p>We will continue to identify and develop opportunities and increase the take up of the apprenticeship levy both within the Children Services Directorate but also across the Council.</p> <p>Provide a broader offer to young people with SEND to include different supported internship and apprenticeship models.</p>	<p>Schools WMCA LEPs Chamber of Commerce</p>	Apr 22	No one gets left behind
O2	<p>We will complete a review of all directorate and departmental structures to ensure they are aligned to supporting the successful delivery of the Corporate Plan</p> <p>We will review roles and responsibilities to ensure that we are driving efficiencies and performance as well as service improvement. This will include clarity of roles, responsibilities and lines of accountability.</p>	Workforce, HR, Finance and Business Strategy and Change Colleagues	April 2022 TBC	No One Gets Left Behind
O9	<p>We will:</p> <p>Develop a workforce strategy that will be informed by staff appraisals and business needs.</p> <p>Ensure that it is aligned to the Sandwell Plan and Vision 2030 and informed by the demographics and needs of the community.</p> <p>Ensure our staff to be highly skilled and well trained to support children and families.</p>	Workforce and Learning and Development Team	April 2022 TBC	No One Gets Left Behind
O10	<p>We will:</p> <p>Identify staff that want to progress within the organisation.</p> <p>Ensure that opportunities are provided to include shadowing others across the directorate.</p> <p>Actively encourage collaboration across the organisation.</p> <p>Ensure that we are enabling the whole of the workforce</p>	Workforce, HR and Learning and Development Team	April 2022	No One Gets Left Behind





	This will be informed by the workforce development strategy which will include consultation particularly those employees that have protected characteristics.			
O11	<p>We will:</p> <p>Work with partners to identify trends and develop resources to support mental health and well-being</p> <p>Provide access and signposting to tiers of support to enable positive mental health and well-being through partnership working</p> <p>Promote council well-being resources through supervision</p>	Educational Psychologists, Public Health, schools, CCG and Health Teams, voluntary and community organisations	Sept 2021	No one gets left behind
O12	We will ensure that all managers are supported in their management role by building an environment and structure that is able to support the wider workforce. We will review and ensure that supervision is meaningful and productive	Workforce, HR and Learning and Development Team	April 2022	No One Gets Left Behind
O13	<p>Deliver engagement events to showcase the Sandwell offer.</p> <p>Utilise social media channels to raise awareness of opportunities available.</p>	Employment and Skills Partnership	Oct 21 – Sept 22	No one gets left behind
O20	<p>The restructuring of the Directorate will be used as an opportunity to reassess service needs, the relationship and interdependencies between teams and the skill set of the workforce to ensure we:</p> <ul style="list-style-type: none"> • build in resilience • develop stable, productive and happy teams, • promote and encourage staff development • can work effectively and efficiently within budgets • evidence improved outcomes • embed new way of workings • encourage cross council collaboration • identify opportunities to grow/invest to save <p>Develop a central business core that provides support advice and guidance across the Directorate</p>	<p>Staff</p> <p>Families</p> <p>Schools & MAT's</p> <p>Diocesans</p> <p>Other Council Services</p> <p>SCT</p> <p>Health</p> <p>Police</p>	Sept 22	No one gets left behind





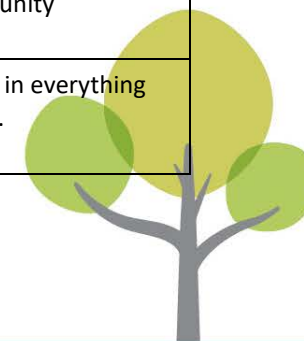
O21	<p>We will ensure that our residents are listened to when reshaping our services. We will consult with our families to ensure they are aware of and understand what we do and how we do it, how they can access the services they need and where changes are required they are given the opportunity to contribute through consultation.</p> <p>We will encourage collaborative and partnership working across the council and with schools, Sandwell Children Trust and other partner agencies to ensure that the right support is available and accessible to support children and families especially those that are identified as vulnerable</p>	<p>Children & Families Schools & MAT's Diocesan's Other Council Services SCT Health Police</p>	Ongoing	Doing things with the community
O22	<p>The Vulnerable Children Group will lead on and assist teams to ensure that we continue to find ways to actively engage with those harder to reach groups to ensure that their views are taken into consideration when changes are planned to service delivery.</p> <p>Teams will build on existing relationship to ensure that vulnerable group continue to engage and are given the opportunity to be heard but also become a vehicle for sharing of information</p>	<p>Staff Children & Families Schools & MAT's Other Council Services SCT Health Police</p>	ongoing	Doing things with the community





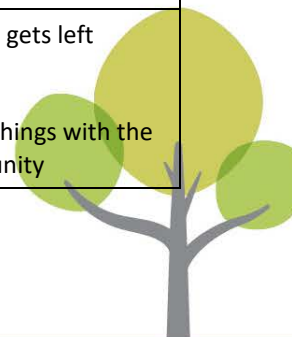
Borough Economy

CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
Short Term				
A3	Deliver the 2022/23 £16m highways capital programme of improvement works (including street lighting, speed reduction measures, bridge refurbishment, major route signage, cycling and walking schemes)underway at 48 locations in the borough.	Users of the Sandwell and West Midlands road network, Transport for West Midlands,	Throughout 2022/23	Local investment
A13	Support the delivery of the programme of works scheduled for 2022/23 of the £30m Birchey Island Major Juction Improvement.	Department for Transport, Black Country LEP, Transport for West Midlands, National Highways, Statutory Undertakers, Businesses and road users	Throughout 2022/23	Local investment
A4	Deliver the capital programme for 2022/23 of annual maintenance schemes to renew or repair highway infrastructure prioritised in red risk condition (HIAMP) £4.741 Million capital budget	Road users Residents	Ongoing through 2022/23	Local investment
C10, C12, C14	Replace 4,000 high energy street lighting lanterns with low energy LED lighting and computer management, providing the same lighting levels	Road users Residents	2022/23 End date 2024	Local investment
C16	Work with partners to support the reduction in road traffic accidents through identified highway improvements, education, campaigns and enforcement on roads throughout the Borough	TfWM, WM Police, Fire Service, Road Users	Ongoing	Doing things with the community
C14	Serco to provide and deliver street cleansing transformation plan to improve standards of street cleansing across the Borough.	Serco EET Highways	ongoing	Green in everything we do.

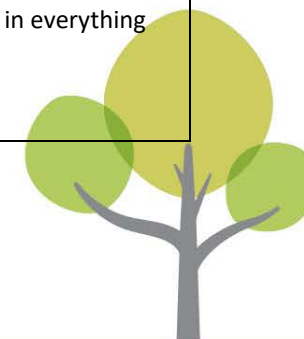




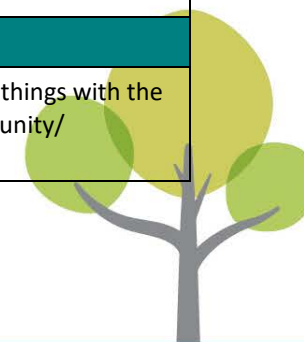
CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C15	Serco to provide and develop recycling and behavioural change plan for 2022/23	Serco Waste Partnership Board	ongoing	Green in everything we do.
C14	Delivery of the Serco fleet replacement programme 2022/23	Serco	ongoing	Green in everything we do.
C14	Review waste client team to develop & modernise the monitoring of street cleansing and waste collection standards.	Serco Waste Partnership Board	ongoing	Green in everything we do.
O26	Delivery of income generated from chargeable 2 nd garden waste bin through spend to save proposal.	Serco Waste Partnership Board	Ongoing	Green in everything we do
O26	Implement the contract provision for a benchmark review of the baseline of waste and street cleansing specification.	Serco Waste Partnership Board	June 2022	Green in everything we do
C12	Review the Council Fleet and develop a replacement plan for Low Carbon Vehicles by 2030	All Directorates	Dec 2022	Green in everything we do.
C7 C8 E3	Complete Contract Agreement in relation to the development/build and delivery of a new Discover Sandwell DMS website Commence roll-out of Project Delivery Plan (building/training/launch)	Simpleview West Midlands Growth Company Internal teams across SMBC Sandwell/Black Country Cultural Partners	April 2022	Local investment Doing things with the community
L4 L6	Develop a sustainable plan for the delivery of leisure services. Including; a) Resolution of Business Plan matters with SLT b) Resolution of contract / finance matters with Places Leisure	Sandwell Leisure Trust Places Leisure	Feb 2022	No one gets left behind Doing things with the community



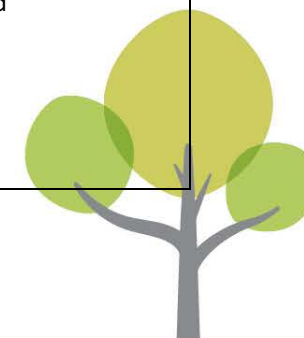
CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
L4 L6	Develop a plan for the successful operation of the new Sandwell Aquatic Centre, including; a) Legacy Mode Outcomes b) Robust Revenue Model c) Viable Management solution / operator	Sandwell Leisure Trust Swim England Sport England CWG OC Active Black Country	July 2022	No one gets left behind Doing things with the community
C7 E3	Finalise Common Wealth Games Physical Activity, Health & Wellbeing Legacy Plan	Public Health Active Black Country (CWG Cultural Programme)	March 2022	No one gets left behind Doing things with the community
C16 C21	Review existing policies in response to National Statutory Taxi and private hire vehicle standards adding greater focus on the powers to protect children and vulnerable adults.	SMBC Legal, Democratic Service, Licensing Committee	Early 2022	No one gets left behind
C7	Deliver a successful programme of cultural & events activities and deliver a Live Site to maximise the community engagement and realise benefits from Commonwealth Games 2022. Establish a legacy plan.	Sandwell CWG Project Group, Events, Sandwell Valley, Grounds	April 2022 – Sept 2022	Doing things with the community
C5	Develop and deliver a long-term trees strategy for Sandwell Council	Climate Change, Urban Regeneration Landowners	Trees Strategy – Feb 2022	Green in everything we do



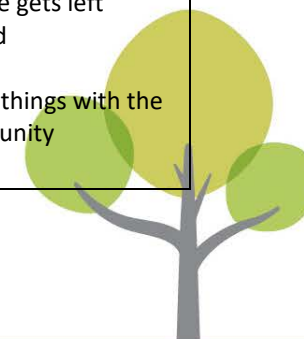
CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C9	Develop an initial refine/relaunch of the offer at Sandwell Valley for 2022/3	Events, Parks and Open Spaces. Delivery partners. Funding partners. Community Groups & residents / visitors	Initial relaunch of Sandwell Valley – April 2022	Doing things with the community
C9	Reduce council subsidy to Lightwoods House and deliver clear 3 year business plan to net zero subsidy	Events, Parks and Open Spaces. Delivery partners. Funding partners. Community Groups & residents / visitors	Initial re-launch of Lightwoods House May 2022	Doing things with the community
L6	Programme of cultural events and activities across all libraries and museums including at Sandwell Live Site for Commonwealth Games	Big Bear Music; Arts Council England; Reading Agency; Library Friends Groups	Apr 22 – Mar 23	Doing things with the community
C7	Implementation of Tourist Information Points in Libraries and Museums to support the hosting of the Commonwealth Games	SMBC colleagues; External: People 1 st International/West Midlands Growth Company	April 2022 – September 2022	Doing things with the community Local investment
C15	Develop options for the introduction of a recycling service for high rise residential buildings in the Borough	SMBC Housing Directorate	March 2023	Green in everything we do
Medium Term				
C16 C20 C21	Work with partner agencies to develop and build the Anti-Social Behaviour response pilot, to develop our multi-agency response to Anti-Social Behaviour	Safer Sandwell Partnership Police & Crime Board / Sandwell Metropolitan	June 2022	Doing things with the community/



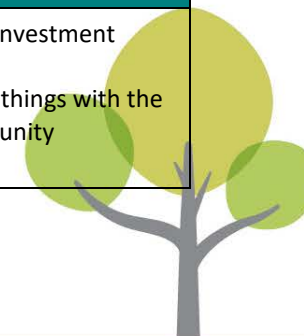
CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
H9 H16 O3 O4 O26		Borough Council Environmental Protection / CCTV / Environmental Health / Housing / West Midlands Police		No one gets left behind
C16 B11	Commission bespoke community-based support for children experiencing Domestic Abuse	Domestic Abuse Strategic Partnership / Safer Sandwell Partnership Police & Crime Board / SSCP / Other Partners to be confirmed	March 2023	No one gets left behind
C16	Development and Implementation of new Domestic Abuse Strategy 2021-24	Domestic Abuse Strategic Partnership / Safer Sandwell Partnership Police & Crime Board / SMBC Adults & Housing / Black Country Women's Aid	March 2023 for implementation	Doing things with the community/no one gets left behind
C16 H15 H16 L16	Implementation of Delivery Plan for New Burdens Funding for support in safe accommodation	Domestic Abuse Strategic Partnership Safer Sandwell Partnership Police & Crime Board Sandwell Metropolitan Borough Council Adults & Housing	March 2023	Local Investment No one gets left behind



CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
		Black Country Women's Aid		
C16 L16 B11 B12	Development and implementation of new Prevention Of Violence Exploitation (PoVE) Plan and Strategy 2023-26	Safer Sandwell Partnership Police & Crime Board Prevention of Violence and Exploitation (PoVE) Reducing Re-offending & Serious Organised Crime Sub Group Community members	April 2023	Doing things with the community/no one gets left behind
C12 C14 C20 C21 O3 O4 O20 O21	Continue to develop the approach to tackle environmental crimes such as littering and fly-tipping. Utilising an intelligence led approach to identify 'hot-spots' of environmental crime and targeting deployment of resources to increase enforcement activity to ensure the streets of Sandwell are clean and free from waste.	Environmental Enforcement / Waste Partners Serco / Planning Enforcement / Anti-Social Behaviour Teams / CCTV	March 2023	Doing things with the Community/ Green is everything we do
C7 E3	Implement CWG Health & Wellbeing Legacy Plan	Public Health Active Black County (CWG Cultural Programme)	December 2022	No one gets left behind Doing things with the community



CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
C9	Start to develop a draft masterplan for Sandwell Valley	Internal and external stakeholders	September 2022-April 2023	Doing things with the community
C12	Serco to deliver the undertaking to roll out electric street cleansing vehicles by 2030 and HGV's by 2035. Participation in pilot projects to test other green vehicles for use on refuse collection and street cleansing.	Serco	Review March 2025 Completion March 2030	Green in everything we do.
C6	Delivery of Libraries and Archives Strategy including rollout of Library+ (a new model of delivery)	Arts Council England; Friends of Libraries Groups; Library users	April 2022 - March 2024	No one gets left behind
C2 E6	Delivery of West Bromwich Quarter (Town Hall and Central Library) Project – subject to approval from DLUHC	External consultancy; English Heritage; Friends Groups; Town Hall and Library users including existing tenants) Towns Fund Local Board Towns Fund SuperBoard DLUHC Internal: PMA	Physical construction works – July 2024 Financial completion – July 2024	Local investment Doing things with the community
Long Term				
C2 E4 E6 E9	Potential opportunity – aligned to a successful Phase 1 Programme and subject to Cabinet approval/external funding provision – to develop/deliver a Phase 2 / 3 programme of works (part of a wider Cultural Quarter Project/Action Zone) and aligned to the Council's Corporate Plan/West Bromwich Master Plan.	SMBC Cabinet Internal: PMA External: WMCA / ACE	From 2025	Local investment Doing things with the community



CP Ref.	Directorate Action	Other stakeholders involved / supporting to deliver (1)	Delivery Date	Fairer Sandwell Principle/s (2)
	There is also potential to further develop a current vacant area of land owned by Sandwell Council – and directly adjacent to Central Library – with the creation of a new Archive and Story-Telling Centre	External consultancy; English Heritage; Friends Groups; Town Hall and Library users including existing tenants)		
C21	Compliance activities to monitor Taxi Licence holders and those licenced and operating in Sandwell under the Gambling Act 2005, Licensing Act 2003 and The Scrap Metal Dealers Act 2013 are compliant with relevant legislation, licensing objectives and conditions of licence. Those licence holders found to be non-compliant will face enforcement action.	Police, Gambling Commission, Environmental Health, Trading Standards, Driver Vehicle Standards Agency, Driver and Vehicle Licensing Agency, Disclosure Barring Service, Integrated Passenger Transport Unit	Ongoing	
C7 E3	Continue implementation of CWG Health & Wellbeing Legacy Plan	Public Health Active Black County	December 2023	No one gets left behind Doing things with the community

