

Agenda

Budget and Corporate Scrutiny Management Board

Tuesday, 29 November 2022 at 6.00 pm
At Council Chamber - Sandwell Council House, Oldbury

- 1 **Apologies for Absence**
- 2 **Minutes** 7 - 14

To confirm the minutes of the meeting held on 13 October 2022.
- 3 **Declarations of Interest**

Members to declare any interests in matters to be discussed at the meeting.
- 4 **Additional Items of Business**

To determine whether there are any additional items of business to be considered as a matter of urgency.
- 5 **Improvement Plan Progress** 15 - 132

To consider and comment upon the progress of the Improvement Plan up to 3 November 2022.
- 6 **Draft General Fund Budget 2023/24 and Medium-Term Financial Strategy** 133 - 236



To consider and comment on the Draft General Fund Budget 2023/24 and Medium-Term Financial Strategy.

7 **Cabinet Forward Plan** 237 - 258

Standing item to consider the Cabinet Forward Plan.

8 **Work Programme** 259 - 264

Standing item to consider the work programme of the Board.

Kim Bromley-Derry CBE DL
Managing Director Commissioner
Sandwell Council House
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West Midlands

Distribution
Councillor Moore (Chair)
Councillors Anandou, Fenton, E M Giles, Shackleton, Simms, Akhtar,
H Bhullar, Hinchliff and Taylor

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Minutes of Budget and Corporate Scrutiny Management Board

Thursday, 13 October 2022 at 6.00 pm
In Council Chamber at Sandwell Council House, Oldbury

Present: Councillor Moore (Chair);
E M Giles, Fenton and Simms.

In attendance: Councillors Hinchliff and Taylor;

Neil Cox (Director of Business Strategy and Change), Simone Hines (Director of Finance), Surjit Tour (Director of Law and Governance and Monitoring Officer), Mark Satchwell (Service Manager Registration), Gail Hicken (Service Managers Registration), Teresa Armstrong (Service Manager Register Office and Coroners), Comie Campbell (Head of Financial Services), Abi Asimolowo (Financial Services Business Partner), Sarah Sprung (Senior Lead Officer), Suky Suthi-Nagra (Democratic Services Manager) and Anthony Lloyd (Democratic Services Officer).

43/22 Apology for Absence

An apology for absence was received from Councillors Anandou, Bhullar and Shackleton.

44/22 Declarations of Interest

There were no declarations of interest.



45/22

Minutes

Resolved that the minutes of the meetings held on 8 August and 22 September 2022 are approved as a correct record.

46/22

Additional Items of Business

There were no additional items of business to consider.

47/22

Impact on Registration related services when the new Midland Metropolitan Borough hospital opens in 2024

The Service Manager – Registration was invited to present to the Board.

From 2024, an increase in demand for Registration related services was certain, as health care services would move from City Hospital in Birmingham to the new Midland Met Hospital in Smethwick.

This would present an increase of up to 5000 registrations events, including 4000 births and 100 deaths, for Sandwell Council. More cases would be referred to the Black Country Coroner resulting in further demand increases in this area. The Bereavement Services team would also see an increase in demand in relation to Public Health Act funerals.

In response, 6 full time posts had been created to help facilitate the increased demand. £189k had already been accounted for as part of the 2022/23 Council Budget setting process. A total income of £55k, generated from certificate services, would partly offset expenditure. Highfields House in West Bromwich, Sandwell's Registrar's Office, had undergone improvements including addressing efficiency and capacity. Jack Judge House was also planned to be expanded to accommodate the new requirements; this would cost in the region of £530k.

It was confirmed that the service would be ready by the expected open date of April 2024.

A lead time would be in place to ensure staff were adequately trained and confident in taking on the work. All births that were to take place in the new hospital would be registered to Sandwell, even if individuals resided outside of the borough.

In response to questions from the Board, it was stated that recruitment for the vacant roles would follow the usual Council recruitment process. Members suggested using a wider variety of advertising avenues to ensure a good response and officers would share the current recruitment process with the Vice Chair of Economy, Skills, Transport and Environment.

The Board gave thanks to the officers' present for their hard work.

48/22

Quarter 1 Budget Monitoring 2021/22

The Director of Finance reported that on 28 September 2022, the Cabinet considered the 2022/23 Budget Monitoring report for Quarter 1 and referred the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.

The overall projected outturn position for the General Fund was an overspend of £2.129m whilst the overall projected net directorate outturn variance was calculated at £2.097m. Mitigations would be in place to address these overspends such as the use of removing vacancies that were no longer required where possible as well as using the appropriate ear-marked reserves. A large number of reserves had been budgeted for use and this trend was expected to continue. Inflation costs would be built into the following year's budget and more emphasis would be placed on being energy efficient.

It was highlighted that the anticipated pay award, calculated at around £6m, and inflationary pressures due to the cost of living crisis were the main drivers of the overspend.

Prior to reserve transfers, an overspend of £2.653m was budgeted for Adults Social Care; this would be offset by the use of an additional Social Care Grant of £2.736m that had been set aside as a reserve at the beginning of the financial year. Overspends were due to the ever-increasing cost of placements as well as the additional pay award.

It was also highlighted that an overspend of £3.023m would take place in Children's Services. Inflation, recruitment and retention costs, pay award and exit packages as a result of structuring within the directorate were all contributing factors to the overspend.

Clarification was sought by members in relation to the high placement costs currently being faced by Sandwell Children's Trust. Pressures due to the very limited placements as a result of retirements had caused a 30% increase in placements costs. However, it was highlighted that Sandwell should strive to obtain the best possible placements to ensure a positive outcome for children living in the borough.

Following further discussions, the Board was of the view that it should investigate what initiatives were currently being taken to address the cost of living crisis including whether there was a corporate approach to energy saving such as switching lights off and turning down the temperature.

Officers were thanked for their work and attendance.

Resolved:-

- (1) that the 2022/23 Budget Monitoring Q1 report be noted;
- (2) that a further report be submitted to the Budget and Corporate Scrutiny Management Board on the Council's approach to energy efficiency.

49/22

Performance Framework

The Director of Business Strategy and Change presented the Performance Management Framework update for Quarter 1 to the Board.

In April 2022, Council approved a corporate Performance Management Framework to address the recommendations of the Governance Value for Money Review by Grant Thornton as a key element of the Council's Improvement Plan.

In total, there were four key components to the Corporate Performance Framework:-

- Improvement

- Customer Experience
- Organisational Health
- Financial Performance

Improvement

Progress was highlighted against the Corporate Plan Performance Management Framework (PMF). Since its approval, there were 170 measures across seven strategic outcomes. Work had been undertaken with each directorate to refine the measures and how they could be applied. Each measure would be given a RAG rating to easily track and adapt to changing targets.

Customer Experience

The framework covered a wide range of Key Performance Indicators such as Contact Centre performance, Contact Channel reviews, customer feedback and information requests. Understanding the performance would help enable refinements to be made to ensure that the Customer Experience is efficient and effective and meets the demands required. Ensuring that the Council's service was accessible was a key point to consider.

Due to additional demands as a result of the re-introduction of Council Tax recovery, performance was below target for the Revenues and Benefits contact centre. Administration of the energy rebate as well as staff vacancies were also contributing factors to the underperformance.

Work was being taken to address the backlog of Subject Access Requests (SARs) and Freedom of Information requests (FOIs). A number of actions were being monitored to increase the response times to meet performance targets.

Organisational Health

Performance indicators in relation to Organisation Health focused mainly on the composition of Sandwell Council's workforce to improve equality, diversity and inclusion (EDI). The newly established EDI team were working to achieve the EDI actions captured within the Council's Improvement Plan.

Sickness absence, which was at an average of 2.74 sick days per employee for quarter 1, was short of reaching the goal of 2.24.

This was an increase of 0.84 days when compared to the outturn of Q1 2021-2022. It was stated that absence review panels and directorate action plans would be in place to help address these concerns.

Data obtained from the most recent employee engagement survey had been collated; the last survey that had been undertaken was in 2018. Overall, 61% of staff responded to the survey. The results were currently being considered and appropriate action plans were being created to mitigate any concerns where possible.

Financial Health

A summary regarding the Financial Health aspect of the Performance Framework was provided. Issues were highlighted with underperforming in relation to retrieving Council Tax. Business Rates collection was exceeding expectations due to the recent COVID Relief Fund.

Sandwell Children's Trust had experienced a slight increase of the number of children in care and therefore, as a result, had been impacted financially. Staffing issues were the main cause of concern; recruiting and retaining Social Workers had been difficult.

The Council's contract with SERCO had been reviewed. Key Performance Indicators had been put in place to help monitor areas of concerns.

In response to questions from the Board, the following details were confirmed:-

- The delays in Council Tax collections were not unique to Sandwell and many other authorities were experiencing similar issues. Collections were in line with the goals set out in the previous year, however, the target increase had meant that collections were now slightly behind;
- Any issues in relation to late payments for voluntary groups should be raised to the Director of Finance for investigation;
- Sandwell Council's Welfare Rights team would help assist and signpost residents accordingly;
- Key Performance Indicators, which were benchmarked against industry standards and other local authorities, would evolve with the financial climate to ensure reliable and effective service is top priority;

- Digital and paper copies of the staff survey were available; anonymity was prioritised throughout the process.

The Board agreed that Sandwell's approach to tackle the cost of living crisis would be added to the work programme.

Resolved that the progress on the further development of the Corporate Performance Management Framework be noted.

Meeting ended at 7.31pm.

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Report to Budget and Corporate Scrutiny Management Board

29 November 2022

Subject:	Improvement Plan Progress
Director:	Managing Director Kim Bromley-Derry
Contact Officer:	Strategic Lead – Service Improvement Kate Ashley Kate1_ashley@sandwell.gov.uk Senior Lead Officer – Service Improvement Rebecca Jenkins Rebecca_jenkins@sandwell.gov.uk Democratic and Member Services Manager Suky Suthi-Nagra Suky_Suthinagra@sandwell.gov.uk

1. Recommendations

- 1.1. That the Board considers and comments upon the progress of the Improvement Plan up to 3 November.
- 1.2. That any recommendations / comments are reported to Cabinet at their meeting on 7 December for their consideration
- 1.3. That the Board considers any additional areas of focus for its work plan

2. Reasons for Recommendations









- 2.1 This report provides a quarterly update on progress against the Improvement Plan agreed by Council on 7 June 2022. The Improvement Plan incorporates all recommendations from the Grant Thornton Governance Review, the LGA Corporate Peer Challenge and the CIPFA Financial Management Review, as well as the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities.
- 2.2 On 22 September 2022, Budget and Corporate Scrutiny Management Board received the Improvement Plan and requested regular updates on progress. This report is the second quarterly report to Budget and Corporate Scrutiny Management Board.
- 2.3 As part of the governance and assurance arrangements for the Improvement Plan, Audit and Risk Assurance Committee and Budget and Corporate Scrutiny Management Board will review progress of the Improvement Plan and utilise the plan for work programming purposes. Both Committees are due to consider progress at their meetings in November. Any recommendations or comments Audit and Risk Assurance Committee wish to make to Cabinet can be presented for Cabinet's consideration on 7 December 2022.
- 2.4 Scrutiny's consideration of progress of the Improvement Plan and scrutiny of specific areas within the plan contributes to creating an effective scrutiny function.

3. How does this deliver objectives of the Corporate Plan?

- 3.1 Sandwell Council's Improvement Plan focuses on the governance arrangements of the council and areas of improvement across the organisation. The underpinning objective of the Improvement Plan is to ensure that the council is able to deliver on the aims and priorities as set out in the Corporate Plan. The deliverables set out in this Improvement Plan will achieve long-term sustainable improvements in how the council operates and is able to make effective decisions focused on improving outcomes for residents and experiences of service users. Therefore, this impacts on the council's ability to deliver all the objectives in the Corporate Plan.



	Best start in life for children and young people
	People live well and age well
	Strong resilient communities
	Quality homes in thriving neighbourhoods
	A strong and inclusive economy
	A connected and accessible Sandwell

4 Context and Key Issues

4.1 Background

- 4.1.1 The council's external auditors Grant Thornton conducted a Value for Money Review into the council's governance arrangements over the period August to October 2021 and reported their findings of this review to Full Council in January 2022. In response, Council approved a Governance Improvement Plan in January 2022 to address the recommendations made by Grant Thornton and the proposed reporting mechanisms to ensure progress is managed effectively.
- 4.1.2 Since the approval of the Governance Improvement Plan findings were received from the CIPFA financial management review, LGA Corporate Peer Challenge along with the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities.
- 4.1.3 A single Improvement Plan was agreed by Council on 7 June 2022 which addresses the recommendations from all the external reviews and the Statutory Directions. The Improvement Plan provides the organisation with a clear direction for sustainable improvement under six



thematic headings. The single Improvement Plan has superseded the Governance Improvement Plan.

4.1.4 To ensure that senior officers and members have oversight of delivery against the Improvement Plan, Council approved that progress will be monitored by Leadership Team monthly and reported to Cabinet quarterly. This will continue until all actions have been completed, or changes have been embedded into business as usual.

4.1.5 This report is the second quarterly update to scrutiny on overall progress of the Improvement Plan.

4.2 Improvement Plan Progress

4.2.1 Over this quarter, significant progress has been made to deliver the actions within the Improvement Plan. This includes the appointment of a permanent Chief Executive and a decision taken by Council in relation to a 4-yearly election cycle. Both of which were key requirements of the Government's Statutory Directions.

4.2.2 A comprehensive monitoring tool is in place to monitor progress of the Improvement Plan. This tool includes both a risk rating for each main action within the Improvement Plan and a progress status rating for all actions. The Improvement Plan Monitoring Tool is included at Appendix 1. The monitoring tool provides quick reference around which actions are on track for delivery, as well as highlighting areas that may require remedial action or additional levels of assurance.

4.2.3 Progress against each theme of Improvement Plan is summarised within Appendix 2. This includes an overall status rating, a description of workstream progress, commentary on progress against milestones and achievements. Along with an outline of key achievements this quarter, the theme ratings and a summary of any issues is provided below.

4.2.4 Organisational Culture Theme

4.2.4.1.1 Achievements:

- Recruitment of a permanent Chief Executive



- Staff engagement carried out to determine the cultural values and behaviours of the council.
- Multiple training sessions delivered to Officers and Members focusing on Corporate Governance training and the Officer and Member relationship. These will continue into next quarter
- Actions to respond to the Employee Engagement Survey embedded in the Improvement Plan and Directorate-level action plans
- Internal communications methods such as Director live events and all staff briefings now more established and being used to share information and reinforce key messages

4.2.4.1.2 Theme Status Rating Green – Progress is being made across all workstreams. Slippage is being experienced in a couple of areas that are classed as medium risk one of which is due to the impact of the by-election.

- 4.2.4.1.3 Organisational Culture Progress Issues - Areas with slippage are:
- **Organisational Development Strategy and Plan** (action being redefined as Workforce Strategy). Action is dependent on the outcomes of the culture listening groups which will conclude in October. Dates reprofiled through change control.
 - **Design and deliver Corporate Governance Training for Members:** Effective decision-making training- (delay due to change of Council date due to by-election). Training will commence following November Council.

4.2.5 Corporate Oversight Theme

4.2.5.1.1 Achievements

- Support provider is place for the Oracle Fusion project and implementation underway
- Monitoring and oversight of the Council’s improvement has become more established - second quarterly report prepared and work commenced to embed and sustain key actions into business as usual
- Quarter 1 Performance Management Report delivered, and preparations are well underway for the Q2 report.



- Corporate Transformation Approach agreed

4.2.5.1.2 Theme Status Rating: Green. Progress is being made across all workstreams.

4.2.5.1.3 One action has a red risk rating in this theme. This relates to **Performance Management Framework**. All sub-actions have been completed. The Q1 report was presented to Cabinet, Scrutiny and an all-Member Briefing during this quarter. Preparations are on track for Q2 report to be presented to Cabinet in December.

4.2.6 Strategic Direction Theme

4.2.6.1.1 Achievements

- Approval of the Corporate Parenting Strategy
- preparations for reporting to Cabinet on the Corporate Asset Management Strategy, Equality Policy, Medium Term Financial Plan and the progress of the Regeneration Strategy and Pipeline.
- Customer Journey Programme established and included within the Improvement Plan to reflect this priority focus
- Residents' Survey and consultation on the budget taken place and insight is being used to inform the Medium-Term Financial Plan and business planning.

4.2.6.1.2 Theme Status Rating: Red. Progress is being made, however some delays and specific issues have emerged around the EDI agenda, which along with the forthcoming decision to adopt the LGA equalities framework review are impacting on the ability to deliver on the actions to the original timescales. There has also been slippage in the delivery of the commercial strategy.

4.2.6.1.3 In relation to the EDI Agenda, there are 2 actions with a red risk rating (significant slippage/issues), and 3 with an amber risk rating (medium slippage/issues):

- **Review of council EDI decision making process** – this focused on the EIA Review which has been completed and the updated EIA form and guidance is being uploaded onto the intranet.
- **Approval of EDI strategy** - Slippage is due to the proposal to adopt the LGA Equalities Framework which requires a longer delivery time. This is referenced in the report going to Cabinet



seeking approval of the equalities policy – but also seek approval of using the LGA Equalities Framework. Timescales for this action have been reprofiled through October’s change control.

- **Continue to embed Equality, Diversity and Inclusion (EDI) staff networks** – Ongoing work – some networks are functioning better than others.
- **Continue to deliver on Equalities Commission Board priorities.** EDI legacy issues are resurfacing which is impacting on operation of staff networks and delivery on Equalities Commission Board priorities. Report due to Leadership Team in coming weeks. All these actions will be swept up as part of the LGA Equalities Framework.
- **Equality Policy approved-** Scheduled for November 22 (delay due to by election).

4.2.6.1.4 There has been a medium level of slippage in relation to the **Development and Implementation of the Commercial Strategy.** A Leadership Team discussion around the draft strategy took place in early November and will be presented to Cabinet in early 2023. The timescales have been agreed to be reprofiled through October’s change control.

4.2.7 Decision Making Theme

4.2.7.1.1 Achievements

- Consultation completed, and decision taken in relation to the 4-yearly election cycle
- Key decisions taken around changes to the constitution with final changes due to be considered by Council in December.
- Scrutiny Review completed and agreement from Council to adopt changes.
- Scrutiny and Audit continuing to focus on their improvement

4.2.7.1.2 Theme Status Rating: Green. All areas progressing with some medium slippage which are predominantly due to delays as a result of the by-election.

4.2.7.1.3 In relation to the **In-depth review and revision to Corporate Governance Documents** and the **Refresh of decision making-arrangements including the role of Scrutiny** there has been



medium slippage caused due to delays associated with the by-election. In November, Council approved the Scheme of Delegations and the Scrutiny Review. Training in effective decision-making will commence from November linked to the Council approvals.

4.2.7.1.4 Slippage has also been experienced relating to the **revised Financial Regulations**. Preparations are being made to report to December Council. As the key changes to financial regulations were approved in July, the risk and impact of the slippage of the outstanding components is very low. Timescales were agreed to be reprofiled through October's change control.

4.2.7.1.5 The revision of the **Council Procedure Rules** has experienced significant slippage due to omission from change control in July which would have altered the delivery timetable. The Council Procedure Rules were approved by Council in November.

4.2.8 Procurement and Commercial Theme

4.2.8.1.1 Achievements

- Delivery of a new framework for SEND Transport that addresses concerns raised around resilience and value for money.
- Continued focus on contract management (Serco, SCT, SLT) and contract performance embedded in the Performance Management Framework for quarterly reporting.
- Approval of the Street Cleansing Recovery Plan
- Decision made around the future delivery of leisure services and a Local Authority Trading Company (LATC) is in the process of being established
- Work has continued this quarter around Lion Farm and the matter is being progressed through an Expert Determination process.

4.2.8.1.2 Theme Status Rating: Green. Progress is being made across all workstreams

4.2.8.1.3 The **Lion Farm Options Agreement** is experiencing medium slippage/issues. This is due to the delivery timescales for the



Expert Determination process being decided by a third party. Papers have been submitted to the external party that will conduct the expert determination and the process commenced.

- 4.2.8.1.4 The **Corporate Performance Management System** is green risk rated, but is currently experiencing a significant level of slippage. This has not progressed past soft market testing due to project management capacity. A further demonstration with another provider is taking place in November. The size and scale of system will be considered to scope of project, and project management capacity reviewed.

4.2.9 Partnerships and Relationships Theme

4.2.9.1.1 Achievements

- Delivery of the Early Help and Corporate Parenting Strategies has continued across partners.
- Work has progressed to agree the KPI suite as part of the SCT contract and Cabinet decision was taken not to invoke the contract break clause.
- Health and Wellbeing Strategy has been approved by partners
- Deep-dives are taking place and are informing the priorities of the SHCP Board and Integrated Care Board.
- Attendance and participation with key regional and sub-regional groups (including WMCA, ABCA, and BCLEP) has continued
- Review of VCS Grants is complete and work has commenced to develop the VCS Strategy.

- 4.2.9.1.2 Theme Status Rating: Amber. Progress is being made across workstreams with some slippage in relation to the SCT KPI review, and work around the transition from children's to adult's services.

- 4.2.9.1.3 In relation to the **Sandwell Children's Trust KPI Suite** - this is now due to be complete December 2022 for implementation in April 2023. The dates have been reprofiled due to decision not to invoke contract break clause.

- 4.2.9.1.4 Slippage has occurred in the review of partnership structures relating to the **Transition from children's to adult's services**.



The review and remodelling of the pathway is due to commence in November and timescales agreed to be reprofiled through October's change control

4.3 Statutory Recommendations

4.3.1 The Value for Money Governance Review made three statutory recommendations that the council has a legal obligation to respond to. These recommendations are incorporated into the single Improvement Plan, and are embedded across each of the six themes.

4.3.2 To provide an overview of progress against these three specific recommendations, Appendix 3 extracts the key actions that respond to each of the recommendations and they are summarised below.

4.3.3 **Statutory Recommendation 1** - It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this report (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and prioritise corporate effort in managing the issues identified and embed the solutions into the Council.

Progress update:

- Continuing to implement strategies to address the service issues highlighted in the Grant Thornton report.
- SLT – progressing the approach agreed by Cabinet in June 2022 to transfer services to a Local Authority Trading Company.
- SCT – Governance arrangements remain in place. Joint work in place with SCT in relation to corporate parenting and early help. Revised contract will commence in April 2023
- Waste Contract – Contract Monitoring framework progressing well and embedded in PMF reporting. Review of the Contract is complete.
- ERP (Oracle Fusion) – support provider in place and implementation commenced. Project Management and Governance arrangements are in place.
- Lion Farm – expert determination process has commenced. formal document detailing the respective roles and responsibilities of Council and the developer complete.



- Regeneration Strategy and Pipeline to underpin significant regeneration in Sandwell approved by Cabinet 23 March 2022. First monitoring update due in November.

4.3.4 Statutory Recommendation 2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this report are understood through the organisation.

Progress Update

- The Governance Review of key documents within the council's Constitution is nearing completion. Approval in July to revised procurement and contract procedure rules, thresholds for decisions and sale of land and buildings protocol. Approval in November to revised scheme of delegations. Refresh of financial regulations will be presented to Council in December.
- Corporate Governance Training - Programme of training and development commenced in September 2022 on effective decision-making, good governance, and revised contract procedure rules
- Commercial Strategy in draft and due to be considered by Cabinet in early 2023.
- Corporate Asset Management Strategy due for Cabinet consideration in November.

4.3.5 Statutory Recommendation 3 - Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with the Council's values, codes, policies and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.

Progress Update

- Member Development – New Member induction complete and Member Development Programme is being delivered and regularly reviewed by Ethical Standards and Member Development Committee.



- Officer Development – A consolidated programme of fundamental training for managers on Corporate Governance matters has commenced. A broader Management Development Programme will be rolled out in 2023 following the approval of the Workforce Plan.
- Organisational Culture – Outcomes of the listening exercises to be considered by Leadership Team in November.
- Meeting structures to facilitate Cabinet Member and Leadership Team cross-working in place and meeting needs.

4.4 Specific Recommendations from External Reviews relating to Scrutiny

4.4.1 The Statutory Directions set out that the Council must secure improvement in relation to the proper functioning of the scrutiny and associated audit functions.

4.4.2 In the Value for Money Governance Review, Grant Thornton set out specific recommendations relating to scrutiny. Appendix 4 provides an overview of progress against these specific recommendations, and is summarised below:

4.4.2.1 **Key Recommendation 7:** Members in key statutory roles, in particular in relation to Cabinet, scrutiny, standards and audit, need to be provided with effective development training and support. The Member development programme should be reviewed to ensure corporate governance forms part of the training for members with governance roles

- Member Development Plan designed and being delivered. This has included sessions on Effective Member and Officer relationships delivered by the LGA, an introductory session on scrutiny to newly elected Councillors and two sessions focusing on scrutiny for Scrutiny Board Members.
- Upcoming training around the Corporate Governance Framework
- Learning needs remain under review by Chairs of Scrutiny and supporting Officers.



4.4.2.2 **Improvement Recommendation I4:** Officer and Member Relationships – the forward plan of the Cabinet should be shared with the Audit Committee and Scrutiny Board to help structure their agenda planning

- Forward Plan is shared with respective scrutiny boards at every meeting to assist with work planning.

4.4.2.3 **Improvement Recommendation I12:** Officer and Member Relationships – There is a need to ensure that members of scrutiny and audit committees are aware of their governance roles including how to interrogate reports and the right questions

- Training delivered and due (as per update to Key Recommendation 7)
- Informal feedback in relation to scrutiny indicates that Members are interrogating reports well and asking appropriate questions
- Mechanisms put in place to strengthen key lines of questioning by regular meetings of scrutiny members and scrutiny chairs in advance of meetings
- External assurance will be provided through follow-up reviews conducted by Grant Thornton and the LGA.

4.4.3 The CIPFA Financial Management Review and LGA Corporate Peer Challenge did not make any direct recommendations around the role and function of scrutiny. However, the LGA Corporate Peer Challenge placed emphasis on progress they observed in the way scrutiny operates and cited examples of effective scrutiny work around Serco, and the impact of the pandemic on children in the Borough.

4.5 Scrutiny Work Programme

4.5.1 Budget & Corporate Scrutiny Management Board have included regular reports on overall progress of the Improvement Plan on their work programme.

4.5.2 Scrutiny's consideration of overall progress of the Improvement Plan and of specific areas within the plan contributes to creating an effective scrutiny function. This will also assist scrutiny to identify any additional work planning items linked to the Improvement Plan. Several elements of the Improvement Plan feature on the work programmes of scrutiny boards.



4.5.3 Following consideration of the first quarterly progress report on the Improvement Plan, further reports were requested by Budget and Corporate Scrutiny Management Board. An update on these is provided below.

Work Programme Item Requested	Update
Council Culture and how we engage with hard to reach staff	Discussion scheduled at Budget and Corporate Scrutiny Management Board – 6 December
Combined Authority	To be scheduled
Procurement Processes followed to achieve goals	SEND Transport Update to Children’s Services and Education Scrutiny Board to be scheduled. Regular updates provided through scrutiny action tracker
Customer Journey and public engagement	To be scheduled

4.6 Risk Management

4.6.1 The Improvement Plan Risk Register underpins the council’s strategic risk relating to the council’s Improvement Plan (59a 02/22) and is currently rated as an overall Amber risk. The risk register is reported monthly to Leadership Team and quarterly to Cabinet.

4.6.2 The current risk register is attached as Appendix 5. The main risks are associated with:

- **Resources** – for delivery of key components of the plan including the performance management framework, asset management system implementation and culture change programme. The financial resources required have been identified and were approved by Council in June.
- **Organisational Culture** – If the organisational culture doesn’t change, this will limit the improvements that can be made. A theme within the Improvement Plan focuses on organisational culture. It includes plans for a comprehensive engagement programme with staff and members to define a collectively owned culture. We will then embed the conditions for this culture to thrive.



- **Communication** – to ensure everyone is aware of their respective roles and responsibilities. Communication is taking place through a range of methods including briefings, live events, and regular messages.
- **Constitutional Changes** – key corporate governance documents are being reviewed and the first set were approved in July with others to follow in November and December. Once approved, these policies provide an important foundation for improvement.
- **Performance Management Framework** – to ensure that we can effectively monitor progress and evidence improvement. Each theme includes an outline of how success will be evidenced. Processes for monitoring progress are in place, and processes for capturing and using evidence of improvement will be developed.
- **Historic Issues** – if there is a continued focus on and resource directed towards historic issues this will hinder improvement. The improvement plan contains actions to bring historic issues to a conclusion and embed lessons learnt.

4.7 Changes to the Improvement Plan

4.7.1 The Improvement Plan is intended to be a live document updated to take account of progress and relevant changes.

4.7.2 The Improvement Plan report to Council in June 2022 set out that changes (which may include the addition of new workstreams or objectives, or the amendment of timescales for delivery of actions) will be tracked through programme management mechanisms and that Cabinet will retain oversight of changes through regular formal reporting.

4.7.3 The list of all changes is provided in Appendix 6. Where new actions have been added to the Improvement Plan, these are displayed within the monitoring tool with green font colour. One of the changes within the plan has been to add a workstream around the Customer Journey. At their meeting on 22 September, Budget and Corporate Scrutiny Management Board commented on its absence from the Improvement Plan despite this being a focus of the Commissioners.

4.7.4 The changes made are summarised below.

- 3 changes made to descriptions of actions
- 42 changes made to action delivery timescales



- 1 new workstream has been added to reflect the priority of customer journey
- 6 main-actions have been added
- 29 sub-actions have been added
- 28 assurance actions have been added to ensure that an approach / action is becoming embedded in the organisation
- 8 actions were agreed as closed. They are summarised below with the rationale.

Change Ref	Action Title	Rationale for closure
81	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Star Chambers all completed by 28th September. Approach will be used for future budget setting.
82	Ward and Casework Management	Main action to be incorporated within the new workstream focusing on customer experience
83	Deliver Member Development Programme including Finance Training Programme	This has moved into regular business of the Ethical Standards and Member Development Committee. Immediate requirements have been met for the purposes of the IP. ES&MDC review MDP on a regular basis.
86	Actions to respond to employee survey outcomes to be identified and embedded in improvement plan	Main action to close and new main action (to monitor Employee Engagement Survey Action Plan) will be added to Corporate Oversight- IP workstream.
87	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Approach to action has been different to how drafted. Attendance records and engagement with training help demonstrate that message has been delivered.
119	Developing a model for locality working	Closure of main action to incorporate into 'Customer Journey Programme'
131	Refresh existing arrangements for arms-length companies	Workstream closure – only arms-length company is SCT and covered with contract management arrangements. These are reported through PMF.

4.8 Reporting Framework and Governance



- 4.8.1 To ensure that senior officers and members have oversight of delivery, Council approved the reporting mechanism for the Improvement Plan in June 2022. This set out that progress will be monitored by Leadership Team monthly and reported to Cabinet quarterly until all actions have been completed, or changes have been embedded into business as usual. The diagram included at Appendix 7 sets out the governance framework.
- 4.8.2 Two quarterly updates on progress of the Governance Improvement Plan were provided to Cabinet in April 2022 and July 2022. The first quarterly update to Cabinet on the single Improvement Plan was considered on 28 September 2022.
- 4.8.3 The report to Council seeking approval of the Improvement Plan stated that existing member-led committees, such as the Governance & Constitution Review Committee, Audit & Risk Assurance Committee and Scrutiny Committees, will be used for decision making and maintaining oversight of the actions and implementation of the Improvement Plan.
- 4.8.4 The Governance & Constitution Review Committee and cross-party Working Group have been integral to the development and review of the governance documents, ahead of decisions taken by Council in July and November and due in December.
- 4.8.5 Audit & Risk Assurance Committee received an introduction to the Improvement Plan and the Improvement Plan Risk Register in June 2022, and have received a quarterly progress report and the risk register in September 2022 and November 2022.
- 4.8.6 Budget & Corporate Scrutiny Management Board has included several elements of the Improvement Plan on their work programme as well as regular reports on overall progress. Budget & Corporate Scrutiny Management Board received a report on overall progress of the Improvement Plan in September 2022, and this report forms the second quarterly update.
- 4.8.7 Any recommendations or comments from Audit & Risk Assurance Committee and Budget & Corporate Scrutiny Management Board will be included in the report to Cabinet in December 2022.



4.8.8 The government Directions require reporting on the delivery of the Improvement Plan at six monthly intervals to the Secretary of State from the council and the Commissioners. The next report is due in December 2022. In December, Council will consider a recommendation from Cabinet to approve a letter to the Secretary of State along with details of the Council's progress against the Improvement Plan.

4.9 External Reviews

4.9.1 External assurance continues to play a part in our improvement journey. The council has invited Grant Thornton, LGA and CIPA to monitor our progress in addressing the recommendations in their reviews. Grant Thornton and the LGA conducted their follow-up review activities over September and October 2022 and CIPFA will conduct their review in November 2022.

4.9.2 The external review findings and reports are expected to be received in forthcoming months. In their initial feedback from their return visit, the LGA recognised the significant progress that has been made in a number of key areas to the good governance and management of the council, but also stressed that the council is on a journey that will take time and there is still a long way to go to embed the improvements required. The LGA's formal report will build on this initial feedback and identify any further recommendations for the council to consider.

4.9.3 A further update to the Improvement Plan will take place in early 2023 once the council has had the opportunity to reflect on the findings from Grant Thornton, LGA and CIPFA as a result of their Autumn 2022 follow-up visits, and the outcomes of the culture listening exercise.

5 Implications

<p>Resources:</p>	<p>Resources to deliver the Improvement Plan have been allocated from within existing commitments in the majority of cases. Where one-off funding is required to deliver improvements, this will either be funded from the Improvement and Capacity Fund or from earmarked reserves created from 2021/22 underspend position. Allocation of this funding was approved by Council with the Improvement Plan on 7 June 2022.</p>
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	<p>Where funding is required for longer-term change, this will be incorporated into the Medium-Term Financial Strategy.</p> <p>There are no land or building implications associated with the Improvement Plan as a whole.</p>
<p>Legal and Governance:</p>	<p>On 22 March 2022, The Secretary of State for Levelling Up, Housing and Communities issued Directions under Section 15(5) and (6) of the Local Government Act 1999 (the 1999 Act) in order to ensure that the council can comply with the requirements of Part 1 of the 1999 Act. Failure to comply with these Directions may lead to further intervention measures for the council.</p> <p>The regular reporting development and approval of this Improvement Plan will mean that the council has achieved one of the elements within the Directions within the specified timescales.</p> <p>The delivery of the Improvement Plan and achievement of the desired outcomes will meet the remainder of the Directions.</p> <p>Ultimately, the changes made through the Improvement Plan will enable the council to effectively deliver its strategic priorities and ensure it is delivering value for money for Sandwell.</p> <p>Scrutiny’s consideration of progress of the Improvement Plan and input into specific work areas contained within the plan, contributes to the governance and assurance framework of the Improvement Plan and effective scrutiny.</p>
<p>Risk:</p>	<p>If the Council fails to take appropriate action to meet the requirements set out in the government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the council risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the</p>



	<p>1999 Act. This could lead to further government intervention, increased costs and damage to reputation.</p> <p>A risk register will be maintained for the duration of the Improvement Plan which will underpin the council's strategic risk relating to the council's Improvement Plan (59a 02/22). This is reported monthly to Leadership Team, quarterly to Cabinet, and will be regularly reported to Audit and Risk Assurance Committee.</p>
Equality:	The successful delivery of the Improvement Plan will require the development and review of many of the council's policies and procedures. These changes will build in consideration of the impact on equalities throughout the development and will include an Equality Impact Assessment where appropriate.
Health and Wellbeing:	The underpinning objective of the Improvement Plan is to ensure the council is able to achieve the strategic priorities as set out in the Corporate Plan. These priorities focus on improving the health and wellbeing of our residents and tackling health inequalities in a multi-faceted way. Therefore, any improvements to the council's governance structures will strengthen the council's ability to deliver services that will improve the health and wellbeing of Sandwell.
Social Value	Within the Improvement Plan, the council is committed to developing its Social Value Policy in conjunction with the refresh of the Procurement & Contract Procedure Rules. Through strengthening our asks of contractors through this Social Value Policy and linking them to the Corporate Plan objectives, the council will be able to maximise its social value return.

6 Appendices

1. Improvement Plan Monitoring Tool October 2022
2. Improvement Plan Theme Progress Summary October 2022



3. Statutory Recommendations Reporting October 2022
4. Scrutiny Recommendations Reporting October 2022
5. Improvement Plan Risk Register October 2022
6. Changes to the Improvement Plan
7. Improvement Plan Governance Diagram

7 Background Papers

Improvement Plan Quarterly Monitoring Reports

- [Cabinet September 2022](#)
- [Budget and Corporate Scrutiny Management Board September 2022](#)
- [Audit and Risk Assurance Committee September 2022](#)

Sandwell Council Governance Improvement Plan

- [Adopted January 2022](#)
- [Quarterly Monitoring April 2022](#)
- [Quarterly Monitoring July 2022](#)

Sandwell Council Improvement Plan [Report to Council 7 June 2022](#)

Appendices:

- [Sandwell Council Improvement Plan](#)
- Grant Thornton Value for Money Governance Review Report December 2021
- CIPFA Financial Management Review Report January 2022
- LGA Corporate Peer Challenge March 2022
- Sandwell Directions under Section 15(5) and (6) of the Local Government Act 1999, 22 March 2022
- Sandwell Directions - Explanatory Memorandum



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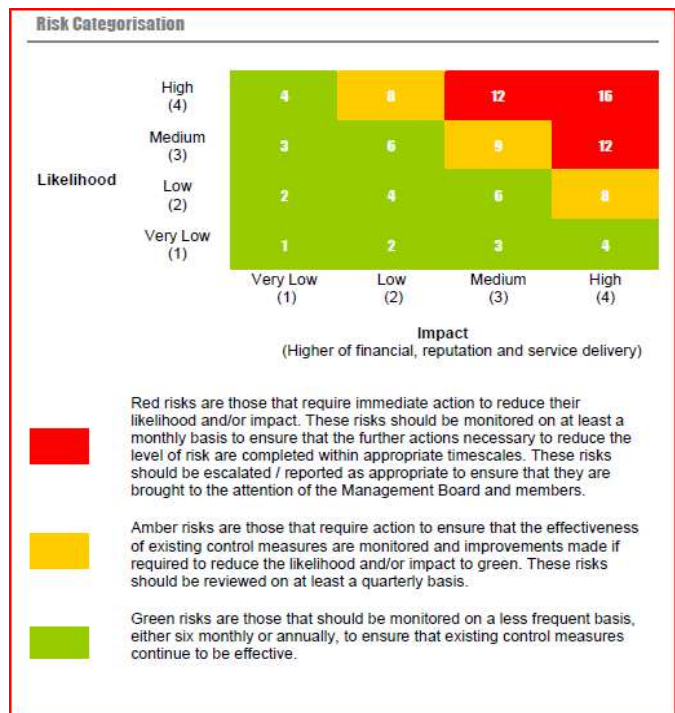


IMPROVEMENT PLAN

Progress against Plan Status Rating	Definition	Leadership Team Action as a result
On Track	Progress against the action is in line with the delivery date with no or minor (of less than a month) actual/projected slippage that does not impact on any dependencies	Leadership Team note progress and seek assurance that on track
Medium progress	Progress on the action is being made but there is actual/projected slippage of between 1-2 months, or any minor slippage presents a risk to dependencies	Leadership Team watching brief and review impact on dependencies
Significant issues / slippage	Progress on the action is or projected to be behind schedule by more than 2 months, or any slippage (actual or projected) presents a risk to critical milestones	Leadership Team review and remedy
Not due to start	Work on the action is not due to start	N/a
Complete	Action is complete	N/a
Closed	Action is complete and there is evidence that the measures of success have been fulfilled	Evidence to be provided
N/A	Update not required at this time	N/a

Action Risk Score (Use Corporate Risk Matrix)

Score	Impact - Higher of			Likelihood (the proximity of the risk at the time of assessment)
	Financial	Reputation	Service Delivery	
4 (High)	>20% of budget	National media coverage – permanent impact on reputation	>80% Serious service or programme failure directly affecting vulnerable groups, requiring intervention by Members.	Almost certain It is reasonable to expect that the event will undoubtedly happen or recur, possibly frequently or at least within the next six months A more than 50% chance of the risk occurring
3 (Medium)	11% to 20% of budget	Local media and TV coverage - long term local reputation affected	50%-80% Significant service or project disruption requiring intervention by Corporate Directors / Management Board	Probably / likely The event is more than likely to occur. It will probably happen in the next year but is not a persisting issue. The chance of the event occurring is between a 25% to 50% likelihood
2 (Low)	5% to 10% budget	Local newspaper coverage – reputation affected temporarily	25%-49% Noticeable disruption to outputs requiring intervention by a relevant Director / Service Manager	Possible Little likelihood of the event occurring. It might happen in the next 18 months or recur occasionally. The chance of the event occurring is between a 10% to 24% likelihood.
1 (Very Low)	<5% of budget	Local gossip/ reputation affected internally	<25% Short term service disruption requiring intervention by a unit or project manager or equivalent	Unlikely The event is not expected. There is no expectation that the event will occur, but it is possible that it might do so. The chance of the event occurring is less than 10%.



Theme 1 -Organisational Culture

Static data													October Update Due		
Owners			Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required				
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Establishing Organisational Culture	OC.A1.0	Establish the desired organisational culture for Sandwell Council	Director – Business Strategy and Change	Deputy Leader		Head of HR	May 2022	Dec 2022	Low Risk	Failure to agree desired organisational culture	N/A	N/A	N/A	N/A	
Establishing Organisational Culture	OC.A1.1	Phase 1 Engagement: Starting the Conversation	Director – Business Strategy and Change	Deputy Leader		Head of HR	Jun 2022	Jul 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	13 Listening sessions carried out up to the end of September. (Some original dates had to be rescheduled to due to additional public holiday on 19.9.22). Further sessions planned for October. Survey to be issued as part of all Staff briefing taking place 11 October. Drop in sessions planned for front line workers. Rambutan to have all data by end of October. DS 26.9.22	Complete	Phase 1 marked as complete. Phase 1 included the initial scoping of the approach to be taken to determining the desired organisational culture and initial communication and engagement with staff ahead of Phase 2 (detailed engagement). Phase 2 commenced with the listening group exercises.	
Establishing Organisational Culture	OC.A1.2	Phase 2 Engagement: Determining Desired Culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Aug 2022	Dec 2022	N/A	N/A	On Track- little or no slippage	Listening groups continue as above commentary	On Track- little or no slippage	As above phase 1 complete, final listening groups taking place in October. Survey to be issued in late Oct/Nov. Plan to present the outcomes of the sessions/surveys to LT on 22 November. (DS 17.10)	
Establishing Organisational Culture	OC.A1.3	Approval of document setting out the desired organisational culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Autumn 2022	Autumn 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Pending completion of phases 1 and 2	Medium Progress- actual/ projected slippage of 1-2 months	As per OC.A1.2 the first iteration of the desired organisational culture will go to LT end of November 2022. DS suggest Change Control to January to allow LT time to refine and feedback on first draft. (DS 17.10)	Yes
Establishing Organisational Culture	OC.A2.0	Create the right environment for that organisational culture to thrive	Director – Business Strategy and Change	Deputy Leader					Medium Risk	Lack of engagement to embed desired culture	N/A	N/A	N/A	N/A	
Establishing Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved Proposed re-wording to action: Workforce Strategy approved	Director – Business Strategy and Change	Deputy Leader		Head of HR	TBC	End 2022	N/A	N/A	Not due to start	Not due to start	Medium Progress- actual/ projected slippage of 1-2 months	Redefine as Workforce Strategy. No start date specified yet this is due to complete end of 2022. Need change control as this is dependent on outcomes of OC.A1.0 above (DS 17.10.22). First draft will be complete by December, to be refined incorporating OC.A.1. outcomes January 2023; complete by March 2023 for multi-year strategy period. Change of dates to start Dec 2022 and end March 2023.	Yes
Establishing Organisational Culture	OC.A2.2	Other actions as a result of engagement phases	Director – Business Strategy and Change	Deputy Leader		Head of HR	TBC	TBC	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start	
Officer Learning and Development	OC.B1.0	Design and deliver Corporate Governance Training for Officers	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Failure to deliver required training within agreed timescales	N/A	N/A	N/A	N/A	
Officer Learning and Development	OC.B1.1	Scope of Corporate Governance Training for Officers approved (including comprehensive finance and governance training tailored to those with different levels of financial responsibility)	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change Director - Finance		May-22	Jun-22	N/A	N/A	Complete	Scope of training agreed and being delivered as an ongoing programme linked to constitutional approvals.	Complete	Scope of training agreed and being delivered as an ongoing programme linked to constitutional approvals.	
Officer Learning and Development	OC.B1.2	Revision of Corporate Induction	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	Head of HR	Autumn 2022	Feb-23	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Preparatory discussions are taking place	
Officer Learning and Development	OC.B1.3	Effective decision-making training	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jul-22	Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Scheduled to commence late November linked to scheme of delegation approvals. (Slippage due to Council date)	Medium Progress- actual/ projected slippage of 1-2 months	Guidance around decision making is being issued to Officers in October. Dates for training are being agreed. Training will take place Nov/Dec. Change control to amend delivery date to December 2022.	Yes
Officer Learning and Development	OC.B1.4	Procurement of Delivery Partner (corporate governance training)	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jun-22	Aug-22	N/A	N/A	On Track- little or no slippage	External partner to deliver training in November/December around directorships and trusteeships is in place. Training dates being scheduled for Nov/Dec. (Green - on track - as external partner in place)	Complete	Beth Evans Consulting will be delivering training Nov/Dec. Date to be confirmed. PMO comment: Action marked as complete as procurement took place within timescale. New action proposed to reflect the delivery of training (see OC.B1.7)	

October Update Due															
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Officer Learning and Development	OC.B1.5	Delivery of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader			Autumn 2022	Dec-22	N/A	N/A	On Track- little or no slippage	First round of training has taken place. Further training will take place Nov and Dec with regards to constitutional approvals that will be taken to Nov Council. Training focusing on directorships and trusteeships is due to be delivered in November/ December.	On Track- little or no slippage	Range of corporate governance training has been delivered linked to the constitutional approvals. Remaining component is effective decision making. Guidance being issued around decision making (October). Further training around decision making will take place dates to be confirmed (see 1.3 above).	
Officer Learning and Development	OC.B1.6	Annual Refresher of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader			TBC 2023	TBC 2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Training will be built into workforce strategy	
Officer Learning and Development	OC.B1.7	New action: Delivery of Directorships and Trusteeships Training	Director - Law & Governance	Deputy Leader			Nov-22	Dec-22					New Action Added	Beth Evans Consulting will be delivering training Nov/Dec. Date to be confirmed.	Yes
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Director – Business Strategy and Change	Deputy Leader					Low Risk	Lack of engagement from managers with the programme	N/A	N/A	N/A		
Officer Learning and Development	OC.B2.1	Management Development Programme- Designed Management and Development Programme Scope, Content and Budget Agreed	Director – Business Strategy and Change	Deputy Leader			Aug-22	Dec 2022	N/A	N/A	On Track- little or no slippage	Procurement and Officer-Member behaviour training commenced as planned. However, design of complete programme unlikely to be achieved and fully signed off ahead of early 2023 due to need to align to new behaviour framework and workforce strategy. Request change to April 2023 for delivery commencement by start of new financial year	On Track- little or no slippage	Specific learning interventions have been delivered as per the training requirements of the IP. These now need to be developed into a broader Management development Programme. Suggest new action is "Management and Development programme scope, content and budget agreed" Change to April 2023 (DS 17.10.22)	Yes
Officer Learning and Development	OC.B2.2	Budget Holder Role Profile Approved	Director - Finance	Deputy Leader				May-22	N/A	N/A	Complete	complete	Complete	complete	
Officer Learning and Development	OC.B2.3	Incorporate training on company roles and responsibilities in senior officer development plan	Director- Law & Governance	Deputy Leader			Aug-22	Dec-22	N/A	N/A	On Track- little or no slippage	Due to be delivered in November/December (directorships and trusteeships)	Complete	Due diligence work carried out between L&D and Democratic Services/External legal provider to identify current Directors with company roles - none currently are in scope as Company directors, the training is currently for Members only (DS 17.10.22) In future, in the event that any officers are appointed, training will be offered at this point.	
Officer Learning and Development	OC.B2.4	Management Development Programme Delivery	Director – Business Strategy and Change	Deputy Leader			2023	2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start change control to include firmer start date as April 2023.	Yes
Officer and Member Relationship	OC.C1.0	Continue regular weekly meetings between Cabinet Members and Leadership Team	Director- Law & Governance	Leader of the Council					Low Risk	If formalised meeting structures aren't in place, opportunities may be missed for issues to be discussed. Other regular meetings are taking place.	N/A	N/A	N/A	N/A	
Officer and Member Relationship	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director- Law & Governance	Leader of the Council			May 2022	May 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Regular meetings with Whips are being diarised. Regular meetings with Group Leaders have been taking place and these have been meeting needs. No issues arising with this approach. Regular meetings being diarised will ensure sustainability and put arrangements on a more formal footing.	Medium Progress- actual/ projected slippage of 1-2 months	Remaining action is for regular meetings with Whips to be diarised for the rest of the Municipal Year. No issues arising. Categorized Amber as regular meetings with Group Leaders in place. Change Control to change date to November.	Yes
Officer and Member Relationship	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new Municipal Year	Director- Law & Governance	Leader of the Council			May 2022	Jun 2022	N/A	N/A	On Track- little or no slippage	Dates are in diaries and arrangements are currently working fine. Further review will be undertaken following the constitutional council at its November meeting.	Complete	In place for Municipal Year and no issues arising.	
Officer and Member Relationship	OC.C2.0	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	Deputy Leader			2021	Summer 2022	Low Risk	On track	Complete	Star Chambers all completed by 28th September	Complete	Star Chambers all completed by 28th September. PMO note: proposed closure of main action. Added to Change control.	

October Update Due															
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Officer and Member Relationship	OC.C3.0	Engage LGA to support Officers and Members to develop the relationship going forward including continuation of LGA Cabinet Member mentoring programme	Director- Law & Governance	Leader of the Council			May 2022	Dec 2022	Medium Risk	If cultural and behavioural historic issues that have affected the Council's ability to deliver could return if the relationship between Officers and Members is not addressed.	On Track- little or no slippage	4 sessions between Members and Officers with LGA have taken place. 1 more session to take place with Officers (Nov) and there will then be a report produced by LGA, identifying any further actions required.	On Track- little or no slippage	Final session to be held by LGA with Officers on 21st Nov. Following this session, a report will be produced by the LGA.	
Officer and Member Relationship	OC.C4.0	Ward and Casework Management	Director- Law & Governance	Deputy Leader	Director- Law & Governance		May 2022	Oct 2022	Medium Risk	Risk relates to reputational harm where Members are unable to have their case work addressed in a timely manner	N/a	N/A	N/a	Main action around ward and casework management to be incorporated within new workstream focusing on customer experience- noted on change control	
Officer and Member Relationship	OC.C4.1	Process and approach review –completed as part of customer feedback review	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Officer and Member Relationship	OC.C4.2	Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process forward and casework (linked to desired organisational culture)	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change				N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Review of portal now needs to be reviewed in conjunction with C3.0 above as there is an overlap and it needs to be re-focused on the entire customer journey. Awaiting LGA report to identify next steps. Immediate steps around timeliness and quality of responses to be discussed by Lshp Team in conjunction with customer experience. This specific action around embedding and sustaining the required approach and process will be recrafted within a new workstream focusing on the Customer Journey which will be put forward at next month's change control.	Complete	This sub-action is to be closed. Main action around ward and casework management to be incorporated within new workstream focusing on customer journey	Yes
Member Learning and Development	OC.D1.0	Deliver Member Development Programme including Finance Training Programme	Director- Law & Governance	Deputy Leader					Medium Risk	If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not delivering its priorities and is at risk of challenge around decision	N/a	N/A	N/a	N/A	
Member Learning and Development	OC.D1.1	Service Showcase	Director- Law & Governance	Deputy Leader				18-May-22	N/A	N/A	Complete	Complete	Complete	Complete	
Member Learning and Development	OC.D1.2	New Member Induction	Director- Law & Governance	Deputy Leader			May-22	Jun-22	N/A	N/A	Complete	complete	Complete	complete	
Member Learning and Development	OC.D1.3	Approval of Member Development Programme	Director- Law & Governance	Deputy Leader			Jul-22	Jul-22	N/A	N/A	Complete	Complete	Complete	Complete	
Member Learning and Development	OC.D1.4	Deliver Member Development Programme	Director- Law & Governance	Deputy Leader			Jul-22	Mar-23	N/A	N/A	On Track- little or no slippage	Ongoing delivery. No issues to raise.	Complete	This has moved into regular business of the Ethical Standards and Member Development Committee. They review the MDP. Immediate requirements have been met for the purposes of the IP. ES&MDC review on a regular basis. Evidence base is the minutes of the committee.	Yes
Member Learning and Development	OC.D2.0	Design and deliver Corporate Governance Training for Members	Director- Law & Governance	Leader of the Council	Director- Finance				Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	N/A	N/A	N/A	N/A	
Member Learning and Development	OC.D2.1	Scope of Corporate Governance Training for Members approved	Director- Law & Governance	Leader of the Council	Director- Finance		Mar-22	Jun-22	N/A	N/A	Complete	complete	Complete	complete	
Member Learning and Development	OC.D2.2	Effective decision-making training	Director- Law & Governance	Leader of the Council	Director- Finance		Jul-22	Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Being prepared for Nov/Dec linked to Council date slippage to Nov. Centre for Governance and Scrutiny are providing training in Nov.	Medium Progress- actual/ projected slippage of 1-2 months	Being prepared for Nov/Dec linked to Council date slippage to Nov. Centre for Governance and Scrutiny are providing training in Nov. PMO: Change control proposed for end date of December.	Yes

															October Update Due		
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October		
Member Learning and Development	OC.D2.3	Procurement of delivery partner (for Corporate Governance Training)	Director- Law & Governance	Leader of the Council	Director- Finance		Jul-22	Sep-22	N/A	N/A	Complete	Centre for Governance and Scrutiny are providing training in Nov.	Complete	Centre for Governance and Scrutiny are providing training in Nov.			
Member Learning and Development	OC.D2.4	Delivery of Corporate Governance Training	Director- Law & Governance	Leader of the Council	Director- Finance		Autumn 22	Dec-22	N/A	N/A	On Track- little or no slippage	Centre for Governance and Scrutiny are providing training in Nov.	On Track- little or no slippage	Centre for Governance and Scrutiny are providing training on 28 Nov.			
Member Learning and Development	OC.D2.5	Annual Refresher and inclusion in new Member induction	Director- Law & Governance	Leader of the Council	Director- Finance		Sep-22	Nov-22	N/A	N/A	On Track- little or no slippage	Update as per last month.	Not due to start	This action will commence in line with annual refresher of MDP. Change control- Change to Start: March 2023 for delivery following Annual Council: Summer 2023	Yes		
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	Director- Law & Governance	Leader of the Council					Low Risk	Risk relates to insufficient forward planning leading to missed opportunities	N/A	N/A	N/A	N/A			
Member Learning and Development	OC.D3.1	Forward Plan for All Member Briefings in place for new Municipal Year	Director- Law & Governance	Leader of the Council			May-22	Jun-22	N/A	N/A	On Track- little or no slippage	In place and no issues arising	Complete	Latest briefing took place 18/10. Forward plan in place. No issues arising.			
Member Learning and Development	OC.D3.2	Leadership Team Review of All Member Briefings to ensure they are meeting needs	Director- Law & Governance	Leader of the Council			Mar-22	Ongoing	N/A	N/A	On Track- little or no slippage	In place and no issues arising	On Track- little or no slippage	Briefing note will be compiled to report back on the last 12months as a closure report.			
Member Learning and Development	OC.D4.0	Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers	Director- Law & Governance	Leader of the Council			Jun-22	Jul-22	Low Risk	If there is insufficient knowledge and training for Chief Officers Terms and Conditions Committee, then recruitment and selection may result in an unsuitable appointment.	Medium Progress- actual/ projected slippage of 1-2 months	Due to availability in August, training will likely be delivered in September.	Significant issues / actual/projected slippage- more than 2 months	HR have confirmed training will be delivered ahead of interviews for CEX (on the specific processes relating to that appointment).			
Internal Communications	OC.E1.0	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Director- Law & Governance	Leader of the Council	Head of Communications		Dec-22	Dec-22	Low Risk	Failure to successfully complete the action.	Complete	Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Approach to action has been different to how drafted. Attendance records and engagement with training help demonstrate that progress has been achieved.	Complete	Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Approach to action has been different to how drafted. Attendance records and engagement with training help demonstrate that progress has been achieved.			
Internal Communications	OC.E2.0	Deliver the communications strategy to assist with more effective internal communications	Director – Business Strategy and Change	Leader of the Council			Feb-22	Ongoing	Low Risk	Failure to deliver against strategy	On Track- little or no slippage	NC 28/9/22: Presentation to Leadership Team on 20/9 around co-ordinating corporate affairs messaging, social media strategy and development of a corporate narrative. All proposals agreed and progressing	On Track- little or no slippage	Continuation of internal comms channels. Director Live Events have taken place over Autumn. All Staff briefing taking place in November	Yes		
Internal Communications	OC.E2.1	Add new action: Internal comms channels used to deliver comms messages on an ongoing basis including: - All staff briefing - Team Talk Leadership Updates - Member bulletin - Director live events - Bostin People e-bulletin (New)	Director – Business Strategy and Change	Leader of the Council			Ongoing	Monthly updates through IP					New Action Added				
Internal Communications	OC.E2.2	Add new action: Chief Executive's 100 day Comms Plan launched	Director – Business Strategy and Change	Leader of the Council			Spring 2023 TBC	TBC					New Action Added				
Internal Communications	OC.E2.3	Add new action: Develop proposal for all staff conference	Director – Business Strategy and Change	Leader of the Council			TBC Aligned to CEX 100 day plan	TBC					New Action Added				
Internal Communications	OC.E2.4	Add new action: Formal Employee Recognition Scheme - approach and resources identified	Director – Business Strategy and Change	Leader of the Council			TBC Aligned to CEX 100 day plan	TBC					New Action Added				
Internal Communications	OC.E2.5	Add new action: Continuous feedback on effectiveness of internal comms	Director – Business Strategy and Change	Leader of the Council			Ongoing	Quarterly Reporting					New Action Added				
Employee Engagement	OC.F1.0	Actions to respond to employee survey outcomes to be identified and embedded in improvement plan	Director – Business Strategy and Change	Deputy Leader			May-22	Aug-22	Medium Risk	Lack of engagement from individual directorates in identifying required actions	Medium Progress- actual/ projected slippage of 1-2 months	NC 28/9/22: Directorate actions and responses to survey in the process of being collated. Further discussion to be scheduled at LT on 18/10, at which point it should be agreed the range of actions needing to be included in the Improvement Plan	Complete	Leadership Team considered action plan in response to Employee Engagement Survey 18/10. Series of actions to respond already included within Organisational Culture Theme. EES specific action plan in place containing corporate actions and Directorate-specific actions. Actions around staff conference and formal employee recognition scheme have been added to OC.E2 above. EES Action plan will be monitored twice a year. New action added (Corporate Oversight: CO.B3) to ensure monitoring is taking place.	Yes		
Chief Executive Recruitment	OC.F2.0	Recruitment of Chief Executive	Commissioner	Leader of the Council				By Sept 2023	Medium Risk	Failure to recruit a suitable candidate leading to prolonged intervention	N/A		N/A				

Theme 2- Corporate Oversight

Theme 2- Corporate Oversight															October Update Due		
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)September 22	Status (October 2022)	Update (Initial and Date)October 22	October		
ERP	CO.A1.0	Implement Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Dec-21	TBC (once Date is know this can be added to the IP monitoring tool)	Medium Risk	Implementation date depends on Support Implementor contract and mobilisation. Likely to be at least 12 month implementation from mobilisation of new SI contract.	N/A	N/A	N/A	N/A			
ERP	CO.A1.1	Cabinet approval for action plan to continue implementation of Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete	Complete	Complete	Complete			
ERP	CO.A1.2	Terminate implementation partner contract with InoApps	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete	Complete	Complete	Complete			
ERP	CO.A1.3	Implement robust project management arrangements	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete	Complete	Complete	Complete			
ERP	CO.A1.4	Review operational team to ensure there are appropriate resources in place during implementation phase	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete	Complete	Complete	Complete			
ERP	CO.A1.5	Project management training for all of project team, including Project Sponsors	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Jul-22		N/A	N/A	Complete	Key project members have received training. Ongoing training to be arranged as needed in the future.	Complete	Complete			
ERP	CO.A1.6	Procure new support provider to deliver Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Aug-22		N/A	N/A	Complete	Procurement complete and contract awarded	Complete	Complete			
ERP	CO.A1.7	Support provider in place and delivery commences	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Jul-22	TBC (once Date is know this can be added to the IP monitoring tool)	N/A	N/A	Complete	As above	Complete	Complete			
ERP	CO.A1.8	New actions will be added here to reflect implementation phase													Y		
Improvement Planning, Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	Leadership Team	Leader of the Council			Mar-22	Jun-22	Low Risk	IP approved by Council in June. Remaining risks relate to effective progress monitoring of the IP and submissions to SoS.	N/A	N/A	N/A	N/A			
Improvement Planning, Monitoring and Learning	CO.B1.1	Council approval of Improvement Plan	Leadership team	Leader of the Council		Strategic Lead: Service Improvement		Jun-22	N/A	N/A	Complete	Complete	Complete	Complete			
Improvement Planning, Monitoring and Learning	CO.B1.2	Commissioners Report prepared	Commissioners	Leader of the Council		Chief Of Staff: Commissioner Team		by 22 June 2022	N/A	N/A	Complete	Complete	Complete	Complete			
Improvement Planning, Monitoring and Learning	CO.B1.3	Commissioners Report to Secretary of State	Commissioners	Leader of the Council		Chief Of Staff: Commissioner Team		by 22 June 2022	N/A	N/A	Complete	Complete	Complete	Complete			
Improvement Planning, Monitoring and Learning	CO.B1.4	New Action Added: Ongoing Monitoring of Improvement Plan (Monthly Monitoring by Leadership Team, Quarterly Monitoring by Cabinet, ARAC regular review of IP and IP Risk Register, Scrutiny regular review of IP)	Leadership Team	Leader of the Council		Strategic Lead: Service Improvement	Ongoing	Monthly assurance					New Action Added		Y		
Improvement Planning, Monitoring and Learning	CO.B1.5	New Action Added: 6 monthly report to Secretary of State	Leadership Team	Council		Strategic Lead: Service Improvement	22-Dec	June each year throughout intervention					New Action Added		Y		
Improvement Planning, Monitoring and Learning	CO.B1.6	New main action: Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team	Director – Business Strategy and Change	Deputy Leader			Jan-23	Jan July each year					New Action Added		Yes		

Static data		Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Improvement Planning, Monitoring and Learning	CO.B2.0	Single Improvement Plan Phase 2	Leadership team	Leader of the Council			Jun-22	Jan-23	Low Risk	Risk relates to timely development and approval, and learning lessons from Phase 1 plan	N/A	N/A	N/A	N/A	yes
Improvement Planning, Monitoring and Learning	CO.B2.1	Council approval of Improvement Plan Phase 2	Leadership team	Leader of the Council		Strategic Lead: Service Improvement			N/A	N/A	Not due to start	Will commence following receipt of SoS reply, and feedback from Autumn External Reviews. Dates to be populated thereafter.	Not due to start	Will commence following receipt of SoS reply, and feedback from Autumn External Reviews. Start December 2022 and end March 2023	
Improvement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council			Autumn 2022	Spring 2023	Low Risk	Risk relates to timely development and approval linked to organisational culture theme	N/A	N/A	N/A	N/A	
Improvement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council			Autumn 2022	Spring 2023	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Initial scoping of work is taking place.	
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Director- Business Strategy & Change	Deputy Leader			Sep-22	Ongoing	High Risk	Risks relate to capacity to embed PMF. Council approval of resources in June. Recruitment underway.	N/A	N/A	N/A	N/A	
Performance Management	CO.C1.1	Council approval of PMF	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement		Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Performance Management	CO.C1.2	Q1 performance report	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement		Aug-22	N/A	N/A	On Track- little or no slippage	RI 29/09/22: Q1 Perf Report made to Lhp Team in line with timescale. Q1 Performance report received by Cabinet on 28/09. Due for scrutiny consideration 13/10. Preparations being made for Q2 report to Cabinet in December. New actions required within this workstream to focus on sustaining approach.	Complete	RI 17.10.22: Q1 report considered by Budget and Corporate Scrutiny Management Board 13/10/22. All Member briefing on Q1 report held 18/10/22. Preparations underway for Q2 report to Cabinet in December. New action required to capture ongoing quarterly reporting.	
Performance Management	CO.C1.3	New Action Added: Quarterly Performance Reports made to Cabinet	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement	Ongoing action	Quarterly monitoring to ensure approach embedded					New Action Added	New action added	Yes
Performance Management	CO.C1.4	New Action Added: Review Corporate KPIs for organisational health to reflect workforce strategy	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Apr-23					New Action Added	New action added	Yes
Performance Management	CO.C1.5	New Action Added: Review Corporate KPIs for customer experience to reflect customer experience programme	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Apr-23					New Action Added	New action added	Yes
Performance Management	CO.C2.0	Budget Monitoring	Director- Finance	Deputy Leader			Mar-22	Ongoing	Low Risk	Risk of untimely monitoring or lack of corporate oversight of the budget position impacting on effective decision making	N/A	N/A	N/A	N/A	
Performance Management	CO.C2.1	Report format agreed by Leadership Team	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Performance Management	CO.C2.2	Q1 budget report to Leadership Team, Cabinet and Scrutiny	Director- Finance	Deputy Leader				Aug-22	N/A	N/A	Complete	Qtr 1 report approved by Cabinet on 28th September	Complete	Complete	
Performance Management	CO.C2.3	Monthly budget monitoring	Director- Finance	Deputy Leader				Ongoing	N/A	N/A	Complete	Complete	Complete	Complete	
Performance Management	CO.C2.4	New Assurance action Added: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny	Director- Finance	Deputy Leader			Ongoing action	Quarterly monitoring to ensure approach embedded					New Action Added		y
Performance Management	CO.C2.5	New assurance action added: Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)	Director- Finance	Deputy Leader			Ongoing action	Monthly monitoring					New Action Added		y
Organisational Structure and Enabling Corporate Core	CO.D1.0	Restructuring	Leadership Team	Deputy Leader			Dec-20	Dec-22	Medium Risk	Without appropriate oversight there is a risk that this work will not be delivered in the required timeframe and will not be co-ordinated appropriately.	N/A	N/A	N/A	N/A	

Static data		Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	Director- Business Strategy & Change	Deputy Leader		Head of HR		22-Dec	N/A	N/A	On Track- little or no slippage	28/9/22 NC: Work currently focused on creating consistency at Service Manager level and redesigning roles as Assistant Director positions. Roles in 2 directorates currently going through job evaluation to determine if this achievable.	On Track- little or no slippage	19/10/22 Awaiting outcomes from JE for roles in 2 directorates. Spans and layers work is in early stages linked to LGA guidance.	
Organisational Structure and Enabling Corporate Core	CO.D1.2	New action: Review of spans and layers across Council's managerial structures in line with LGA Guidance (likely to be incorporated within Target Operating Model Programme in due course)	Director- Business Strategy & Change	Deputy Leader		AD - Transf Head of HR	TBC	TBC					New Action Added		Yes
Organisational Structure and Enabling Corporate Core	CO.D.2.0	Embedding Finance Business Partner role	Director- Finance	Deputy Leader			Jan-22	Aug-22	Low Risk	Risk relating to missed opportunities and inefficiency	N/A	N/A	N/A	N/A	
Organisational Structure and Enabling Corporate Core	CO.D2.1	Restructure of financial services section to provide a greater focus on business partnering completed	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D2.2	Expectations on financial services section established	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager		Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Will be in place by the end of October. Slight slippage due to delay in interim resources starting.	Medium Progress- actual/ projected slippage of 1-2 months	CR 28.10.22: Some immediate external training has been progressed and undertaken on budget preparation and planning, and further targeted training courses arranged on specific technical areas for some staff. A training matrix is being developed to capture further training requirements going forwards.	Yes
Organisational Structure and Enabling Corporate Core	CO.D2.4	KPIs and standards developed for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager		Aug-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Will be in place by the end of October. Slight slippage due to delay in interim resources starting.	Complete	Agreed timetable for distribution of monitoring reports, new standard format for reports to budget holders from month 7 as per AD Finance email to leadership team on 20.10.22	
Organisational Structure and Enabling Corporate Core	CO.D2.5	New Assurance Action: Performance against KPIs for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager	Ongoing	Quarterly					Assurance Action		Yes
Organisational Structure and Enabling Corporate Core	CO.D3.0	Reduction of financial transactional activity	Director- Finance	Deputy Leader			Jan-22	Mar-23	Low Risk	On track. External support procured	N/A	N/A	N/A	N/A	
Organisational Structure and Enabling Corporate Core	CO.D3.1	Business process re-engineering resources approved	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D3.2	Review of internal charges	Director- Finance	Deputy Leader				Oct-22	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	Deputy Leader				Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Review underway but significant piece of work covering multiple teams so completion date now December 2022.	Medium Progress- actual/ projected slippage of 1-2 months	Review underway but significant piece of work covering multiple teams so completion date now December 2022.	Yes
Organisational Structure and Enabling Corporate Core	CO.D3.4	Programme of end to end process reviews	Director- Finance	Deputy Leader			May-22	Mar-23	N/A	N/A	On Track- little or no slippage	Transformation Programme being developed by Transformation AD.	On Track- little or no slippage	C Co in place to support finance transactional processes. Series of back office process reviews are being progressed through the Fusion Programme. Approach to transformation being considered by LT 03/11/22 as per updates elsewhere	
Organisational Structure and Enabling Corporate Core	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges	Director- Finance	Deputy Leader			Aug-22	Oct-22	N/A	N/A	On Track- little or no slippage		Not due to start	Simone to review. RJ drafted following conversation with CR. Awaiting report and recommendations from CIPFa. Following receipt, a plan will be made for implementing improvements to internal charges. Change start date to Oct to reflect expected receipt of CIPFa report and end date to TBC.	Yes
Organisational Structure and Enabling Corporate Core	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.	Director- Finance	Deputy Leader			Jan-22	May-22	Medium Risk	Some progress made	N/A	N/A	N/A	N/A	
Organisational Structure and Enabling Corporate Core	CO.D.4.1	External review of 2020/21 Statement of Accounts	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	

														October Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Organisational Structure and Enabling Corporate Core	CO.D4.2	New suite of working papers to support the 2021/22 year-end process agreed	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D.4.2	Additional resources in place for 2021/22 year-end process	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D4.3	Training for key members of the Finance Team complete	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Organisational Structure and Enabling Corporate Core	CO.D4.4	Simone to review New assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	Director- Finance	Deputy Leader			TBC one-off monitoring	TBC	N/A	N/A	Not due to start	not due to start	New Action Added		Yes
Organisational Structure and Enabling Corporate Core	CO.D4.5	Simone to review New assurance Action: Preparation of Draft Accounts for 2021/2022 (assurance that approach to completion and sign-off of final accounts is becoming embedded)	Director- Finance	Deputy Leader			TBC one-off monitoring	TBC	N/A	N/A	Not due to start	not due to start	New Action Added		Yes
Programme and Project Management	CO.E1.0	Programme and Project Management	Director- Business Strategy & Change	Deputy Leader			Dec-21	Late 2022	Medium Risk	Failure to embed consistent approach which provides appropriate oversight of all key projects and consistent approach to their management	N/A	N/A	N/A	N/A	
Programme and Project Management	CO.E1.1	Agree a Corporate approach to Project Management, including re	Director- Business Strategy & Change	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Programme and Project Management	CO.E1.2	Suite of Programme and Project Documentation Agreed	Director- Business Strategy & Change	Deputy Leader				May-22	N/A	N/A	Complete	Complete	Complete	Complete	
Programme and Project Management	CO.E1.3	Corporate Transformation PMO established	Director- Business Strategy & Change	Deputy Leader		AD-Transformation		Late 2022	N/A	N/A	On Track- little or no slippage	NC 28/9/22 - Presentation to LT on 27/9/22 outlining the design principles for corporate PMO, agreement to proceed on this basis and present approach in 4 weeks	On Track- little or no slippage	24/10/22: LT approved governance and framework. In Nov, LT will consider how we manage pipeline of business change projects, governance to manage approval and progress of projects, project and programme mgmt methodology, business analysis methodology, business change methodology, setting up PMO, managing benefits lifecycle.	
Programme and Project Management	CO.E1.4	Programme and Project Management System Implementation	Director- Business Strategy & Change	Deputy Leader		AD-Transformation		Late 2022	N/A	N/A	On Track- little or no slippage	NC 28/9/22 - no additional update to provide	Medium Progress- actual/projected slippage of 1-2 months	24/10/22: Verto system that is being looked at in Regeneration and Growth & ASC Commissioning is likely to be suitable for Transformation Programme needs. Further exploration needed with a view to a pilot. End Date to be adjusted to Feb 2023 for implementation.	Yes
Customer Journey	CO.F5.0	Add new Main Action: Customer Journey Programme	Director - Business Strategy and Change	Deputy Leader		Transformation Programme Manager							New Action Added		yes
Customer Journey	CO.F5.1	Add new action: Structure and Governance for Customer Experience Programme approved	Director - Business Strategy and Change	Deputy Leader		Transformation Programme Manager	22-Sep	Oct-22					New Action Added	Action added retrospectively and is complete. Governance and Structure agreed by Leadership Team 18/10	
Customer Journey	CO.F5.2	Add new action: Workstream Plans agreed (timeline, cost and resource) for 5 workstreams (fix the backlog, fix the OSS, customer experience strategy, contact centre/community hubs approach, technology)	Director - Business Strat	Deputy Leader		Transformation Programme Manager		TBC					New Action Added		
Customer Journey	CO.F5.3	Add new action: Programme board in place and regular meetings scheduled (first programme board to involve ToR, scope of workstreams, nominations for resources for each workstream, and high level milestones)	Director - Business Strat	Deputy Leader		Transformation Programme Manager	Nov-22	Nov-22					New Action Added		

Theme 3 -Strategic Direction

Static data										Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October			
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Low Risk	Clear progress on key Pipeline projects; governance arrangements being finalised.	N/A	N/A	N/A	N/A				
Strategy development and refresh	SD.A1.1	Cabinet Approval of Regen Strategy and Pipeline 2022-27	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete				
Strategy development and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Ongoing	N/A	N/A	On Track- little or no slippage	April- September update due. First update report across the 63 projects in the pipeline. Aiming for scrutiny and Cabinet in November/December	On Track- little or no slippage	April- September update due. First update report across the 63 projects in the pipeline. Aiming for scrutiny and Cabinet in November/December	Yes			
Strategy development and refresh	SD.A1.3	Internal infrastructure established for delivery.	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Mar-22	Mar-23	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	There are internal discussions about capacity and expertise to deliver the pipeline, these are not yet concluded.	Medium Progress- actual/ projected slippage of 1-2 months	There are internal discussions about capacity and expertise to deliver the pipeline, these are not yet concluded.				
Strategy development and refresh	SD.A1.3a	o Programme and Project Management Structures in place	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	complete	Complete	complete				
Strategy development and refresh	SD.A1.3b	o Programme Management Software Procurement	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Apr-23	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Demonstration is occurring during October.	On Track- little or no slippage	Demonstration of VERTO has taken place (29/9/22); agreement in principle that this will be procured and piloted in Regen, Business Strategy & Change, Housing and Adult Social Care				
Strategy development and refresh	SD.A1.3c	o Project Management Software procurement	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	complete	Complete	complete				
Strategy development and refresh	SD.A1.3d	o Microsite creation for information around priority projects for stakeholders	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Nov-22	N/A	N/A	On Track- little or no slippage	Website has been delivered, was due to go live this week (26/09) but has been postponed until November due to By-Election.	Complete	Website launched on 31 October after by-election ad featured in the Message to All Council Staff as an item.				
Strategy development and refresh	SD.A2.0	Corporate Asset Management Strategy Development	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land	Autumn 2021	Sep-22	Medium Risk	If timescales are not met, there will be a period during which the Council will not have a fit-for-purpose asset database	N/A	N/A	N/A	N/A				
Strategy development and refresh	SD.A2.1	Work Place Vision	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		x	N/A	N/A	N/A	N/A	N/A	N/A				
Strategy development and refresh	SD.A2.2	Confirmation of funding for remaining Workplace Vision components	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		Autumn 22 linked to MTFP	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	No conclusion have yet been reached on this funding issue	Complete	Workplace vision has been closed. New corporate asset management strategy sets out the priorities.				
Strategy development and refresh	SD.A2.3	Transforming Local Services	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		x	N/A	N/A	N/A	N/A	N/A	N/A				
Strategy development and refresh	SD.A2.4	Cabinet Workshop to provide steer	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land	Mar-22	Complete	N/A	N/A	Complete	Complete	Complete	Complete				

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	Change Control required
Strategy development and refresh	SD.A2.5	Options for hub locations identified	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth	Director - Housing (update required from both directors)	Service Manager- Strategic Asset & Land	Jun-22	Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Cabinet workshop is concluded, options for (6) locations identified- agreed in principle by Cabinet. To go to Cabinet in November (delayed due to By Election)	Duplicate/ link to another action	The locations have been identified and agreed as per the Cabinet Workshop; report setting out this detail will formally be approved at 16 November Cabinet when this action can then be closed off. Action has now been incorporated within the Customer Journey Workstream and will be progressed through that programme (CO.D5)	
Strategy development and refresh	SD.A2.6	Asset Review	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		x	N/A	N/A	N/A	N/A	N/A	N/A	
Strategy development and refresh	SD.A2.7	Procurement of asset database	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Strategy development and refresh	SD.A2.8	Implementation of new Asset Database	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land	May-22	Dec-22	N/A	N/A	On Track- little or no slippage	On track for completion in December.	On Track- little or no slippage	Project is on track for completion in December.	
Strategy development and refresh	SD.A2.9	Surplus Assets & commercial estate	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land			N/A	N/A	N/A		N/A		
Strategy development and refresh	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	This will now be part taken to Cabinet in November (delay due to By-election)	Closed	The surplus assets report is incorporated within the Corporate Asset Management Strategy. (Action below)	
Strategy development and refresh	SD.A2.11	Corporate Asset Management Strategy Approved	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	This will now be part of cabinet in November (delay due to By-election)	Medium Progress- actual/ projected slippage of 1-2 months	This will now be part of cabinet in November (delay due to By-election)	Yes
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Director - Business Strategy and Change	Leader of the Council			Autumn 2021	Ongoing	Low Risk	Failure to deliver against strategy	On Track- little or no slippage	NC 28/9/22: Presentation to Leadership Team on 20/9 around co-ordinating corporate affairs messaging, social media strategy and development of a corporate narrative. All proposals agreed and progressing	On Track- little or no slippage	Proposals from LT paper 20/09 progressing. Milestones around internal comms added to OCE.2	
Strategy development and refresh	SD.A3.1	Corporate Communications Strategy approved	Director - Business Strategy and Change	Leader of the Council				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Strategy development and refresh	SD.A3.2	Communications Team restructure concluded to focus resources on key workstreams of Communications Strategy	Director - Business Strategy and Change	Leader of the Council				May-22	N/A	N/A	Complete	Complete	Complete	Complete	
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-22	Low Risk		N/A	N/A	N/A	N/A	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Strategy development and refresh	SD.A4.1	Procurement & Contract Procedure Rules approved	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager		May-22	N/A	N/A	Complete	complete	Complete	complete	
Strategy development and refresh	SD.A4.2	Training developed	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Aug-22	Oct-22	N/A	N/A	On Track- little or no slippage	Training to be launched w/c 3rd October	Complete		
Strategy development and refresh	SD.A4.3	Training delivered	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 22	Dec-22	N/A	N/A	On Track- little or no slippage	As above	On Track- little or no slippage	Training launched 3rd October consisting of initial introduction for managers. Further tailored training taking place for staff with procurement responsibilities.	
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader			Autumn 2021	Jul-22	Medium Risk	Strategy has been drafted but limited opportunities for business streams have emerged. Training to be undertaken as next step to give relevant officers the appropriate skills and knowledge to review opportunities again	N/A	N/A	N/A	N/A	
Strategy development and refresh	SD.A5.1	Commercial Strategy Approved	Director- Finance	Deputy Leader				Oct-22	N/A	N/A	On Track- little or no slippage	Business Cases being developed and strategy will be updated at that point.	Medium Progress- actual/ projected slippage of 1-2 months	Commercial Opportunity Assessment Report received. Needs to be reviewed by Leadership Team and then Commercial Strategy can be updated to reflect opportunities to be taken forward.	Yes
Strategy development and refresh	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	Deputy Leader				Oct-22	N/A	N/A	On Track- little or no slippage	As above	Medium Progress- actual/ projected slippage of 1-2 months	As above	Yes
Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Apr-23	Low Risk	Plan is necessary for long term planning but delivery of asset improvements still continues without the plan	N/A	N/A	N/A	N/A	
Strategy development and refresh	SD.A6.1	Review of compliance and stock data	Director- Housing	Cabinet Member for Housing	AD, Asset Management and Improvement			May-22	N/A	N/A	closed	closed	closed	closed	
Strategy development and refresh	SD.A6.2	HRA Business Plan developed	Director- Housing	Cabinet Member for Housing	ADs		May-22	Mar-23	N/A	N/A	On Track- little or no slippage	GD 29/09: Draft plan has been received and shared with Lead Member. Data to be added and consultation started with key stakeholders	On Track- little or no slippage	Draft plan is due at Safer neighbourhoods and active communities Scrutiny Board on 1 Nov. On track for Cabinet in February.	
Strategy development and refresh	SD.A6.3	HRA Business Plan approved (in line with budget approval 2023-24)	Director- Housing	Cabinet Member for Housing				Apr-23	N/A	N/A	On Track- little or no slippage	As above	On Track- little or no slippage	as above	
Strategy development and refresh	SD.A6.4	Procurement of stock condition surveys	Director- Housing	Cabinet Member for Housing				Jun-23	N/A		On Track- little or no slippage	GD 29/09: Agreed by Cabinet 28/9 and now going out to tender.	On Track- little or no slippage	Due to go to tender in November 22	
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education			Autumn 2021	Mar-22	Low Risk	The strategy has been refreshed ahead of the launch in March 2022.	N/A	N/A	N/A	N/A	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	Change Control required
Strategy development and refresh	SD.A7.1	Launch of Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education				Complete	N/A		Complete	Complete	Complete	Complete	
Strategy development and refresh	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board	Director- Children & Education	Cabinet Member for Children and Education			Apr-23	Annually	N/A		Not due to start		Assurance Action	new assurance action - to be agreed	yes
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy	Director- Children & Education	Cabinet Member for Children and Education			Jan-22	Sep-22	Medium Risk	The Corporate Parenting Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	N/A	N/A	N/A	N/A	
Strategy development and refresh	SD.A8.1	Re-focusing of strategic priorities	Director- Children & Education	Cabinet Member for Children and Education				Sep-22	N/A	N/A	On Track- little or no slippage	The Corporate Parenting Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	Complete	The strategy has been circulated and agreed by corporate parenting board members	
Strategy development and refresh	SD.A8.2	Corporate Parenting Strategy approved	Director- Children & Education	Cabinet Member for Children and Education				Sep-22	N/A	N/A	On Track- little or no slippage	The Corporate Parenting Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	Complete	The strategy has been circulated and agreed by corporate parenting board members- assurance action to be added to the improvement plan	
Strategy development and refresh	SD.A8.3	Corporate Parenting Strategy - yearly assurances provided to the Corporate Parenting Board	Director- Children & Education	Cabinet Member for Children and Education			Sep-23	Annually	N/A		Not due to start		Assurance Action	new assurance action - to be agreed	yes
Equality and Diversity	SD.B1.0	Equality and Diversity	Director- Law & Governance	Leader of the Council			Autumn 2021	Ongoing	Medium Risk	If the Council does not comply with the Equality Act 2010 there is a risk of reputational damage.	N/A	N/A	N/A	N/A	
Equality and Diversity	SD.B1.1	Continue to embed Equality, Diversity and Inclusion (EDI) staff networks	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	On Track- little or no slippage	Ongoing. Work with staff networks is continuing. No issues arising	Medium Progress- actual/ projected slippage of 1-2 months	Ongoing. Legacy issues are resurfacing which is affecting the operation on the networks and level of engagement. Work is being undertaken to understand underlying reasons with a view to taking a report to Leadership Team in coming weeks.	
Equality and Diversity	SD.B1.2	Establish Women's network and Faith & Belief staff network	Director- Law & Governance	Leader of the Council			Jun-22	Dec-22	N/A	N/A	On Track- little or no slippage	Work underway and on track	On Track- little or no slippage	Connected to the action above	
Equality and Diversity	SD.B1.3	Continue to deliver on Equalities Commission Board priorities	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	On Track- little or no slippage	Ongoing. No issues arising	Medium Progress- actual/ projected slippage of 1-2 months	Ongoing. Some of the EDI issues that are emerging are impacting upon our ability to deliver the board priorities. Linked to update report to Lshp Team referenced above.	
Equality and Diversity	SD.B1.4	Equality Policy reviewed	Director- Law & Governance	Leader of the Council			May-22	Oct-22	N/A	N/A	Complete	Review took place	Complete	complete	
Equality and Diversity	SD.B1.5	Equality Policy approved	Director- Law & Governance	Leader of the Council			Jul-22	Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Draft policy prepared. Con	Medium Progress- actual/ projected slippage of 1-2 months	Scheduled 16 Nov. Recommended for approval by scrutiny and the Equalities Commission Board.	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	Change Control required
Equality and Diversity	SD.B1.6	EDI Workforce action plan review	Director- Law & Governance	Leader of the Council			Jun-22	Dec-22	N/A	N/A	On Track- little or no slippage	Review will consider which actions can be implemented immediately and which will be reviewed as part of LGA Equalities Framework early next year	On Track- little or no slippage	Substantive actions within workforce plan will form part of the LGA equalities framework. Feedback will be considered by LT as part of overall report (as above)	
Equality and Diversity	SD.B1.7	Approval of EDI Workforce plan	Director- Law & Governance	Leader of the Council			Mar-23	Mar-23	N/A	N/A	Not due to start	Not due to start	Not due to start		
Equality and Diversity	SD.B1.8	Review approach to Equality Impact Assessments	Director- Law & Governance	Leader of the Council			Summer 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Review completed and new advice and guidance to be issued to Officers.	Complete	Review completed. Guidance on EIAs has been updated on the intranet.	
Equality and Diversity	SD.B1.9	Review of Council EDI decision making process	Director- Law & Governance	Leader of the Council			Summer 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Initial discussions have begun – linked to the EIA review, and decision making training.	Significant issues / actual/projected slippage- more than 2 months	This action will form part of the LGA equalities framework review. The approach will be set out in the report going to Cabinet (Nov) in relation to the Equality Policy Approval. Report seeks Cabinet approval to adopt LGA Equalities Framework	Yes
Equality and Diversity	SD.B1.10	Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Roadmap for EDI strategy will be achieved within the timeline. Strategy development will be a product of the LGA equalities framework review. End 2023 for strategy approval.	Significant issues / actual/projected slippage- more than 2 months	The approach will be set out in the report going to Cabinet (Nov) in relation to the Equality Policy Approval. Report seeks Cabinet approval to adopt LGA Equalities Framework. By adopting and following the framework, the outcome will be the production of an EDI strategy and revised equalities policy.	Yes
Equality and Diversity	SD.B1.11	Embed equalities, diversity and inclusion within Member and Officer Development Programmes	Director- Law & Governance	Leader of the Council			Early 2023	Early 2023	N/A	N/A	On Track- little or no slippage	Update as per last month	On Track- little or no slippage	Some training has already been provided. Further training planned as part of EDI agenda.	Yes
Locality Working	SD.C1.0	Developing a model for locality working	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Mar-22	TBC	Medium Risk	Locality working model is linked to community hubs being progressed.	N/A	N/A	N/A	N/A	Yes
Locality Working	SD.C1.1	Cabinet Workshop to provide steer on community hubs model	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Complete	Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Locality Working	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Summer 2022	Summer 2022	N/A	N/A	Action on Hold	Pilot of town co-ordinator role was unsuccessful. Approach to locality working is now being considered by Cabinet and Leadership Team in conjunction with the Customer First priority. A set of new actions will be developed and included in the Improvement Plan which reflects this approach. Since last month, further sessions have been held by Leadership Team focusing on Customer First.	Action on Hold	Pilot of town co-ordinator role was unsuccessful. Approach to locality working is now being considered by Cabinet and Leadership Team in conjunction with the Customer First priority. A set of new actions has been included within the new customer journey workstream within corporate oversight theme	
Locality Working	SD.C1.3	Customer Access Strategy Development Commences Action to become main action SD.F1.0 within Customer Journey Workstream 'Customer Journey Strategy Approved'	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Sep-22	Sep-22	N/A	N/A			On Track- little or no slippage	The development of the customer journey strategy has commenced and is incorporated within the customer journey programme (within Corporate Oversight theme). This action to be amended to become a main action 'Customer Journey Strategy'. Milestones tbc.	Yes

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Progress against plan	Evidence of status rating	Change Control required
															October
Locality Working	SD.C1.4	Business Cases for hub locations progressed, as appropriate	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Sep-22	Spring 2023	N/A	N/A	On Track- little or no slippage	See update on action SD.A2.5: Cabinet workshop to identify hub locations is concluded. options for (6) locations identified- agreed in principle by Cabinet. To go to Cabinet in November as part of Asset Management Strategy. Business Cases (as required) to be developed thereafter.	Duplicate/ link to another action	Not going to Cabinet in November as more work needs to be done as part of the customer journey programme. PMO comment: Incorporated within Customer Journey Workstream in Corporate Oversight Theme	
MTFP & Capital Strategy	SD.D1.0	Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy	Director- Finance	Deputy Leader			Jan-22	Autumn 2022	Low Risk	Risk of missed opportunities and inefficiencies	N/A	N/A	N/A	N/A	
MTFP & Capital Strategy	SD.D1.1	Review concluded	Director- Finance	Deputy Leader				Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Will now be reported to November Cabinet due to by-election and pre election period	Complete	On track to go to November Cabinet - LT reviewed draft today - review complete.	
MTFP & Capital Strategy	SD.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	Deputy Leader				Autumn 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	As above	Medium Progress- actual/ projected slippage of 1-2 months	Will now be reported to November Cabinet due to by-election and pre election period	Yes
MTFP & Capital Strategy	SD.D1.3	New Assurance Action (strategy implemented through budget plans): Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP	Director- Finance	Deputy Leader			Feb-23	and annually thereafter					New Action Added		Yes
MTFP & Capital Strategy	SD.D1.4	New Assurance Action (embedding the approach): MTFP and Capital Strategy refreshed and approved in October each year	Director- Finance	Deputy Leader			October 2023	and annually thereafter					New Action Added		Yes
Consultation and Engagement	SD.E1.0	Public Consultation to be carried out as part of budget process for 2023/24	Director- Finance	Deputy Leader	Director Business Strategy and Change		Jan-22	Autumn 2022	Low Risk	Risk that budget decisions do not give consideration to residents views and priorities	N/A	N/A	N/A	N/A	
Consultation and Engagement	SD.E1.1	Procurement concluded to provide capacity for a regular Resident's Survey	Director- Finance	Deputy Leader	Director Business Strategy and Change			May-22	N/A	N/A	Complete	complete	Complete	complete	
Consultation and Engagement	SD.E1.2	Public Consultation undertaken	Director- Finance	Deputy Leader	Director Business Strategy and Change		Autumn 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Consultation closed, feedback received and shared with LT and Cabinet.	Complete		
Consultation and Engagement	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	Deputy Leader	Director Business Strategy and Change			Autumn 2022	N/A	N/A	On Track- little or no slippage	As above	On Track- little or no slippage	Consultation closed, feedback received and shared with LT and Cabinet. Consideration of feedback will be included in MTFP (Nov) and Budget Setting (Feb 2023)	Yes
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	May-23	Medium Risk	Unable to secure representative sample of residents to respond to consultations and survey	N/A	N/A	N/A	N/A	
Consultation and Engagement	SD.E2.1	First Resident's Survey conducted	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A	Complete	28/9/22 NC: Findings presented at LT away day and to Cabinet	Complete		
Consultation and Engagement	SD.E2.2	First report from Resident's Survey	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	28/9/22 NC: Findings presented at LT away day and to Cabinet	Complete	complete	
Consultation and Engagement	SD.E2.3	Survey results embedded within PMF and used to inform insight into how the Council is performing	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	May-23	N/A	N/A	On Track- little or no slippage	RI 29/09/22: Results from residents survey, budget report and SHAPE survey presented at LT away day and to Cabinet. Intelligence is being incorporated within business planning process for 2023 onwards, and being used to shape budget.	On Track- little or no slippage	RI 19.10.22: Residents' Survey Report will be included in Q2 Performance Report and will be shared with staff at an all staff briefing on 2nd November. Intelligence is being incorporated within business planning process for 2023 onwards, and being used to shape budget.	
Consultation and Engagement	SD.E2.4	New action: Proposal approved for the next phase of resident consultation and budget consultation	Director - Business Strategy and Change			Strategic Lead	October 2022	November 2022	N/A		Not due to start		New Action Added		yes
Consultation and Engagement	SD.E2.5	New action: Focus Groups held to explore responses to key areas raised in Residents Survey, Shape survey and budget consultation.	Director - Business Strategy and Change			Strategic Lead - Service Improvement							New Action Added		y
Customer Journey	SD.F1.0	New Main Action: Customer Journey Strategy	Director - Business Strategy and Change			Strategic Lead - Customer							New Action Added		

Theme 4 - Decision Making

											October Update Due				
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
4 Yearly Election Cycle	DM.A1.0	Implement 4-yearly election cycle	Director- Law & Governance	Leader of the Council			May-22	Sep-23	Medium Risk	If we don't reach a decision in October, then there will be a reputational risk associated with delaying making a decision	N/A	N/A	N/A	N/A	
4 Yearly Election Cycle	DM.A1.1	Options Paper to Leadership Team	Director- Law & Governance	Leader of the Council				Jun-22	N/A	N/A	Complete	Complete	Complete	Complete	
4 Yearly Election Cycle	DM.A1.2	Council Decision to implement	Director- Law & Governance	Leader of the Council				TBC	N/A	N/A	On Track- little or no slippage	Now due at Council in November (slippage due to change of Council date). Consultation concluded. Report being prepared.	On Track- little or no slippage	On track for Nov Council.	
Constitution and Governance Framework	DM.B1.0	In-depth review and revision to Corporate Governance Documents	Director- Law & Governance	Leader of the Council			Dec-21	Oct-22	Medium Risk	If Corporate Governance Documents are not updated, then other improvement work with Members and Officers will be adversely impacted.	N/A	N/A	N/A	N/A	
Constitution and Governance Framework	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	Leader of the Council			Jul-22	Sep-22	N/A	N/A	Medium Progress- actual/projected slippage of 1-2 months	Being prepared for Nov/Dec linked to Council date slippage to Nov. Centre for Governance and Scrutiny are providing training in Nov.	Medium Progress- actual/projected slippage of 1-2 months	Repeat of OC.B1.3: Guidance around decision making is being issued to Officers in October. Dates for training are being agreed. Training will take place Nov/Dec. Change control to amend delivery date to December 2022.	Yes
Constitution and Governance Framework	DM.B1.2	Revised Procurement and Contract Procedure Rules agreed	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	Complete	Complete	Complete	Complete	
Constitution and Governance Framework	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	Medium Progress- actual/projected slippage of 1-2 months	The remaining areas of the Fin Regs that need reviewing will slip to December Council. As the key changes have already been approved the risk/impact of the slippage on the outstanding bits is very low.	Medium Progress- actual/projected slippage of 1-2 months	The remaining areas of the Fin Regs that need reviewing will slip to December Council. As the key changes have already been approved the risk/impact of the slippage on the outstanding bits is very low. Change Control- date change Oct. 22- Dec 22	Yes
Constitution and Governance Framework	DM.B1.4	Revised Council Procedure Rules	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	CPRs have been updated and will be presented to November Council. (Slippage from October due to change of Council date). <i>Note: July commentary and update was not correct (incorrectly stated that council procedure rules were approved at Council in July). Should have been included in August Change Control as a change from July to October. NB Action will therefore flag as red progress due to July date. Further impacted by by-election.</i>	Significant issues / actual/projected slippage- more than 2 months	On track for Nov Council. <i>Note: July commentary and update was not correct (incorrectly stated that council procedure rules were approved at Council in July). Should have been included in August Change Control as a change from July to October. NB Action will therefore flag as red progress due to July date. Further impacted by by-election</i>	Yes

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	Change Control required
Constitution and Governance Framework	DM.B1.5	Revised Sale of Land and Buildings Protocol	Director-Regeneration & Growth	Leader of the Council		Service Manager-Strategic Asset & Land		Aug-22	N/A	N/A	Complete	complete	Complete	complete	
Constitution and Governance Framework	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Due at November Council (slippage due to change of date for Council). Any sub-delegations required below Director-level can be authorised by Directors at any time. However, Democratic Services will be working with Directors to establish a sub-authorisation scheme related to the revised scheme of delegations.	Medium Progress- actual/ projected slippage of 1-2 months	On track for Nov Council.	Yes
Constitution and Governance Framework	DM.B2.0	Refresh existing arrangements for arms-length companies	Director- Law & Governance	Deputy Leader		Governance and Business Support Principal Lead & Solicitor	Jan-22	Jul-22	Low Risk	If we don't ensure that there is sufficient governance and oversight, it can lead to significant and/or unintended consequences for the organisation e.g. reputational issues, Council not discharging legal obligations.	N/A	N/A	N/A	N/A	Yes
Constitution and Governance Framework	DM.B2.1	Identify existing arms-length companies, company directors and company administration	Director- Law & Governance	Deputy Leader			Apr-22	Apr-22	N/A	N/A	Complete	Complete	Complete	Complete	
Constitution and Governance Framework	DM.B2.2	Conduct review to ensure appropriate resources are allocated to these organisations	Director- Law & Governance	Deputy Leader			May-22	Jul-22	N/A	N/A	Complete	Complete	Complete	Complete	
Constitution and Governance Framework	DM.B2.3	Implement annual reporting arrangements	Director- Law & Governance	Deputy Leader				Jul-22	N/A	N/A	Complete	Complete	Complete	Complete	
Role and Function of Scrutiny and Audit	DM.C1.0	Refresh decision making-arrangements including the role of Scrutiny	Director- Law & Governance	Leader of the Council			Dec-21	Jul-22	Medium Risk	If there isn't an effective overview and scrutiny function in place, then the Council decision-making will not be as effective as it can be.	N/A	N/A	N/A	N/A	
Role and Function of Scrutiny and Audit	DM.C1.1	Review of scrutiny arrangements	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Scrutiny Review was approved by scrutiny in September. Report due to Council in November. (slippage due to change of Council date). LGA have been very complimentary around scrutiny arrangements.	Medium Progress- actual/ projected slippage of 1-2 months	On track for Nov Council.	Yes
Role and Function of Scrutiny and Audit	DM.C1.2	Scrutiny Work Planning event	Director- Law & Governance	Leader of the Council				Jun-22	N/A	N/A	Complete	Complete	Complete	Complete	
Role and Function of Scrutiny and Audit	DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	Leader of the Council			Oct-22	(specific timescale for implementation will be determined once review concluded)	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	As per DM.C.1.0	On Track- little or no slippage	Will follow DM.C1.1	
Role and Function of Scrutiny and Audit	DM.C.2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader			Dec-21	Sep-22	Medium Risk	If we don't implement scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	Change Control required
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded	Director- Law & Governance	Deputy Leader	Director-Children & Education Scrutiny		Early 2022	Sep-22	N/A	N/A	On Track- little or no slippage	The new SEND procurement exercise has been undertaken, consistently with our contract procedure rules and recommendations from scrutiny.	On Track- little or no slippage	The recommendations from C&E Scrutiny Board are being monitored and will be updated at the next Scrutiny Board in XX.	
Role and Function of Scrutiny and Audit	DM.C2.2	Recommendations relating to Waste Contract concluded	Director- Borough Economy	Deputy Leader	Director- Law and Governance			Dec-22	N/A	N/A	On Track- little or no slippage	Scrutiny session delivered 31.08.22 relating to missed collections over Summer period 2022.	On Track- little or no slippage	AD Oct 22 Recommendations progress on track pending any changes relating to major contract scrutiny report	
Role and Function of Scrutiny and Audit	DM.C.3.0	Manage position on historic issues through work with ARAC chair	Director- Law & Governance	Deputy Leader			Dec-21	Ongoing	Low Risk	Risk of historic issues resurfacing through ARAC	On Track- little or no slippage	Meeting held with Chair in September around historic issues. Follow up discussion taking place with Leader taking place to deal with an outstanding ARAC resolution. Due in October	On Track- little or no slippage	Follow up discussion due to take place in October	
Role and Function of Scrutiny and Audit	DM.C4.0	ARAC report and recommendations in relation to SEND Transport	Director- Law & Governance	Deputy Leader			Dec-21	Oct-22	Medium Risk	If we don't implement ARAC recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A	
Role and Function of Scrutiny and Audit	DM.C4.1	Completion of report and recommendations	Director- Law & Governance	Deputy Leader		Group Head for Education Support Services		Oct-22	N/A	N/A	On Track- little or no slippage	Procurement exercise complete. Internal audit has included a review of compliance with contract procedure rules as part of their work programme. Contracts have gone live. As part of internal audit work programme there is a review of compliance with contract procedure rules and this will be undertaken this municipal year.	Complete	Procurement concluded. When subsequent internal audit report into SEND Transport Procurement is conducted (March 2023), this will be reported to ARAC as part of BAU reporting on audit work programme.	

Theme 5- Procurement & Commercial

Static data												October Update Due				
Owners			Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required					
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October	
Waste Contract	PC.A1.0	Introduction of a more focused framework for contract monitoring	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Aug-22	Medium Risk	Risk of service delivery being of a poor quality for waste collection / street cleansing. Risk that contract monitoring does not drive service performance	Complete	Contract monitoring approach in place	Complete	complete	Yes	
Waste Contract	PC.A1.1	Contract Monitoring Framework agreed	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A	N/A	Complete	complete	Complete	complete		
Waste Contract	PC.A1.2	Contract Management framework in place and embedded in PMF reporting – (in line with Q1)	Director - Borough Economy	Cabinet Member for Environment Services				Aug-22	N/A	N/A	Complete	complete	Complete	complete		
Waste Contract	PC.A1.3	Assurance Action- Report provided to Officer Leadership on a quarterly basis. Regular reporting through PMF	Director - Borough Economy	Cabinet Member for Environment Services			Feb-22	quarterly	N/A	N/a	Not due to start	not due to start	New Action Added	assurance action	Yes	
Waste Contract	PC.A1.4	Assurance Action- Annual report on leisure and waste contracts going through to cabinet member	Director - Borough Economy	Cabinet Member for Environment Services			Nov-22	annually	N/A	N/a	Not due to start	not due to start	New Action Added	assurance action	yes	
Waste Contract	PC.A1.5	Assurance Action- The large contracts in BE for waste/street cleansing, and both leisure providers will be added to the Intend contract management module.	Director - Borough Economy	Cabinet Member for Environment Services			dates	dates	N/A	N/a	Not due to start	not due to start	New Action Added	assurance action	yes	
Waste Contract	PC.A2.0	Review of the contract to refocus our communications and contract monitoring in areas of poor performance and to ensure the council receives the full provisions within the contract from Serco	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Jan-23	Low Risk	Service capacity to procure and manage contract review. Mitigated by appointment of interim waste manager from 11th July 2022	N/A	N/A	N/A	N/A		
Waste Contract	PC.A2.1	Procurement of support to review contract	Director - Borough Economy	Cabinet Member for Environment Services				May-22	N/A	N/A	Complete	complete	Complete	complete		
Waste Contract	PC.A2.2	Review of contract completed	Director - Borough Economy	Cabinet Member for Environment Services				Sep-22	N/A	N/A	On Track- little or no slippage	Frith contract review in progress supported by Serco & SMBC officers. First draft report SMBC comment provided 22.09.22	Complete	Initial review report received end sept 22		
Waste Contract	PC.A2.3	Recommendations reviewed	Director - Borough Economy	Cabinet Member for Environment Services				Oct-22	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Recommendations review is underway and briefing to cabinet member planned for early November 22		
Waste Contract	PC.A2.4	Recommendations adopted, as appropriate	Director - Borough Economy	Cabinet Member for Environment Services				Jan-23	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start		
Waste Contract	PC.A2.5	Delivery of recommendations – as appropriate	Director - Borough Economy	Cabinet Member for Environment Services				TBC	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start		
Waste Contract	PC.A3.0	Waste and Recycling Recovery Plan – completion and implementation	Director - Borough Economy	Cabinet Member for Environment Services					Low Risk	Risk that Serco did not improve	N/A	N/A	N/A	N/A		
Waste Contract	PC.A3.1	Implementation Complete	Director - Borough Economy	Cabinet Member for Environment Services				Jun-22	N/A	N/A	Complete	complete	Complete	complete		
Waste Contract	PC.A4.0	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Mar-23	Medium Risk	Although an increase in complaints would be likely if performance for street cleansing is not improved, this would not have further more serious impact.	N/A		N/A		No	
Waste Contract	PC.A4.1	Recovery Plan approved by Waste Management Board	Director - Borough Economy	Cabinet Member for Environment Services				Jul-22	Low Risk	Risk of service delivery being of a poor quality for waste collection / street cleansing. Risk that contract monitoring does not drive service performance	Medium Progress- actual/ projected slippage of 1-2 months	Plan on track to presentation to October Waste Board. Revised plan following SMBC feedback to draft to be presented to Waste Board Oct 2022	Complete	Revised plan following SMBC feedback to be presented to Waste Board 19 Oct 2022		
Waste Contract	PC.A4.2	Recovery plan implemented	Director - Borough Economy	Cabinet Member for Environment Services				Mar-23	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start		
Waste Contract	PC.A4.3	Assurance Action- Senior management meeting - annual plans requested- service delivery plan from SERCO is contractually compliant and includes elements of street cleansing.	Director - Borough Economy	Cabinet Member for Environment Services			quarterly review	quarterly			Not due to start	Not due to start	New Action Added		Yes	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Waste Contract	PC.A5.0	Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Mid 2023	Medium Risk	May lead to some loss of service due to fleet unavailability	N/A		N/A		No
Waste Contract	PC.A5.1	Fleet replacement schedule in place	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	N/A	On Track- little or no slippage	Plan in delivery phase with dates into 2023	On Track- little or no slippage	AD Oct 2023 Plan in delivery phase with dates into 2023	
Waste Contract	PC.A5.3	Assurance Action- Monthly fleet steering group taking place where the documentation considered by the group is contractually compliant.	Director - Borough Economy	Cabinet Member for Environment Services					N/A	N/A			New Action Added		
SEND Transport	PC.B1.0	Plan in place to ensure new contract commences prior to expiry of current arrangements and appropriate records in place	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education		Jan-22	Sep-22	Low Risk	MI to review: Contracts commenced (pre-risk drafted as follows-On track-Tender offer letters have been issued (10 day standstill period).	N/A	N/A	N/A	N/A	
SEND Transport	PC.B1.1	Cabinet approval	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
SEND Transport	PC.B1.2	Procurement commenced	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
SEND Transport	PC.B1.3	Procurement published for framework	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			May-22	N/A	N/A	Complete	Complete	Complete	Complete	
SEND Transport	PC.B1.4	Expiry of current arrangements – end of 2021-22 Academic Year	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Jul-22	N/A	N/A	Complete	Complete	Complete	Complete	
SEND Transport	PC.B1.5	New contract in place	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Sep-22	N/A	N/A	On Track- little or no slippage	All new contracts issued and accepted by operators new framework commenced 1.9.22	Complete	All new contracts issued and accepted by operators new framework commenced 1.9.22	
SEND Transport	PC.B1.6	Contract Monitoring Arrangements in Place	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Sep-22	N/A	N/A	On Track- little or no slippage	All new contracts issued and accepted by operators new framework commenced 1.9.22	On Track- little or no slippage	Contracts are being monitored. Contract monitoring arrangements to be confirmed in Jan 23. Change control Seq 22 Jan 23	Yes
SEND Transport	PC.B2.0	Implementation of recommendations from Audit and Scrutiny in relation to SEND Transport	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education		Autumn 2021	Sep-22	Medium Risk	If we don't implement scrutiny and ARAC recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A	
SEND Transport	PC.B2.1	Scrutiny Recommendations embedded in plans for new arrangements	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
SEND Transport	PC.B2.2	Update to Education Scrutiny	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
SEND Transport	PC.B2.3	Recommendations related to procurement embedded in procurement process	Director - Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education			Sep-22	N/A	N/A	On Track- little or no slippage	On track to conclude procurement-related recommendations in line with the commencement of new contract from September 2022. Children and Education Scrutiny Board review a recommendation action tracker at each meeting and an update is due in October 2022.	Complete	The recommendations from C&E Scrutiny Board are being monitored and will be updated at the next Budget and Corporate Scrutiny Management Board meeting.	
SEND Transport	PC.B2.4	ARAC recommendations implemented	Director - Law & Governance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education ARAC			Oct-22	N/A	N/A	On Track- little or no slippage	Process is concluded and contracts have been issued to operators. Service effective from 1.9.22	Complete	Procurement concluded. When subsequent internal audit report into SEND Transport Procurement is conducted (March 2023), this will be reported to ARAC as part of BAU reporting on audit work programme.	
SEND Transport	PC.B3.0	Procurement of 2024 SEND Transport Contract	Director - Children and Education				Nov-22	Sep-24			Not due to start		New Action Added	new action	Yes
SEND Transport	PC.B3.1	Leadership review of lessons learnt from SEND 2	Director - Children and Education	Cabinet Member for Children and Education Dept Leader	Director - Law & Governance Director - Finance	Group Head - Education	Sep-22	Nov-22	N/A		Not due to start		New Action Added	new action	
SEND Transport	PC.B3.2	Mobilise project team and establish project governance	Director - Children and Education	Cabinet Member for Children and Education Dept Leader	Director - Law & Governance Director - Finance	Group Head - Education			N/A		Not due to start		New Action Added	new action	
SEND Transport	PC.B3.3	Commence Procurement	Director - Children and Education	Cabinet Member for Children and Education Dept Leader	Director - Law & Governance Director - Finance	Group Head - Education	Spring 2023		N/A		Not due to start		New Action Added	new action	
New System Procurement	PC.C1.0	Explore implementation of a corporate performance management system	Director- Business Strategy & Change	Deputy Leader			Jun-21		Low Risk	Not having the appropriate resource, both financial and employees, to support the implementation of new system	N/A	N/A	N/A	N/A	
New System Procurement	PC.C1.1	Options Appraisal	Director- Business Strategy & Change	Deputy Leader		Strategic Lead - Service Improvement		Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	PM system is on hold – research/soft market testing being conducted, project management capacity to be identified within Transformation Team	Significant issues / actual/projected slippage- more than 2 months	Not progressed past soft market testing. Further demonstration with another provider. Size and scale of system to be considered for scope of project.	Yes
New System Procurement	PC.C1.2	Business Case and Implementation Plan Considered	Director- Business Strategy & Change	Deputy Leader		Strategic Lead - Service Improvement		TBC based on selected option	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start	
New System Procurement	PC.C2.0	Procurement of new asset management system	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Dec-22	Low Risk	Procurement is on track but timetable is tight	N/A	N/A	N/A	N/A	
New System Procurement	PC.C2.1	Market Research	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
New System Procurement	PC.C2.2	Procurement Concluded	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
New System Procurement	PC.C2.3	Implementation	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Mar-23	N/A	N/A	On Track- little or no slippage	Implementation is on track as SD.A2.8	On Track- little or no slippage	Implementation is on track as SD.A2.8	
Lion farm	PC.D1.0	Action plan to agree way forward and resolve matter	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth			Dec-21	Dec-23	Medium Risk	Medium Risk as the issues are subject to an external Expert Determination Process on the Lion Farm Option Agreement	N/A	N/A	N/A	N/A	
Lion farm	PC.D1.1	Brief Cabinet on options	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Lion farm	PC.D1.2	Presentation of proposal by developer to Cabinet	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Lion farm	PC.D1.3	Options appraisal report to Cabinet for approval of way forward	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Lion farm	PC.D1.4	Implement approved way forward	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth			Feb-22	In progress	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Papers have been submitted to the external party that will conduct the expert determination.	Medium Progress- actual/ projected slippage of 1-2 months	Papers have been submitted to the external party that will conduct the expert determination. The date for Expert Determination is outside the hands of the Council and will be decided by a third party.	
Lion farm	PC.D1.5	Responsibilities of both council and developer clarified within action plan	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Est. Dec 2022	N/A	N/A	Complete	Formal document detailing the respective roles and responsibilities of Council and developer.	Complete	complete	
Leisure Contract	PC.E1.0	Governance arrangements to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre	Director - Borough Economy	Cabinet Member for Leisure and Tourism			Autumn 2021	May-23	Medium Risk	Some risks remain pending the fully established new LATC to manage the leisure facilities	N/A	N/A	N/A	N/A	
Leisure Contract	PC.E1.1	Governance arrangements in place	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Leisure Contract	PC.E1.2	Termination of existing Contract	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Leisure Contract	PC.E1.3	Step-in provider in place	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Complete	N/A	N/A	Complete	Complete	Complete	Complete	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Leisure Contract	PC.E14	Option appraisal for future facility management options– Cabinet report	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Summer 2022	N/A	N/A	Complete	Complete	Complete	Complete	
Leisure Contract	PC.E15	Arrangement in place for future delivery of leisure facilities	Director - Borough Economy	Cabinet Member for Leisure and Tourism				May-23	Medium Risk	remain in relation to utility	On Track- little or no slippage	Cabinet Workshop for legal vehicle options consideration, specification, property and company name delivered 14.09.22.	On Track- little or no slippage	Chief Operating Officer recruitment in progress. Further legal vehicle structure session undertaken with Cabinet Member. Tax Advisors appointed.	No

Theme 6-Partnerships & Relationships

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Sandwell Children's Trust	PR.A1.0	Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Medium Risk	This is identified as a Corporate Risk - the contract between SCT and the Council is subject to review, the Council are embarking on a mid-point contract review with the Trust and the DfE - this will include revision on Key Performance indicators (KPIs) in line with approved government arrangements	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A1.1	Performance reporting embedded within Council PMF	Director - Children and Education	Cabinet Member for Children and Education			Jan-22	Aug 2022 and then quarterly	N/A	N/A	On Track- little or no slippage	Completed - included in the PMF.	Complete	Completed - included in the PMF.	
Sandwell Children's Trust	PR.A1.2	KPI Suite reviewed	Director - Children and Education	Cabinet Member for Children and Education			Mar-22	Summer 2022	N/A	N/A	On Track- little or no slippage	This forms part of the contract review for implementation on 1.4.23	Medium Progress- actual/ projected slippage of 1-2 months	This forms part of the contract review for implementation on 1.4.23. KPI Suite review due to be complete by December .	yes
Sandwell Children's Trust	PR.A1.3	Revised KPI suite agreed	Director - Children and Education	Cabinet Member for Children and Education			Summer 2022	Summer 2022	N/A	N/A	On Track- little or no slippage	The KPIs are being confirmed between the Council and the Trust ahead of the implementation date 1.4.23	Medium Progress- actual/ projected slippage of 1-2 months	KPI suite will be agreed in December 22 for implementation on 1/4/23	yes
Sandwell Children's Trust	PR.A1.4	Review of Contract concludes	Director - Children and Education	Cabinet Member for Children and Education				Autumn 22	N/A	N/A	On Track- little or no slippage	The revised contract will commence on 1.4.23. Negotiations have commenced between the Council and the Trust and both parties have shared responses to the contract review. The Contract Sum negotiations commenced 26.9.22.	On Track- little or no slippage	The revised contract will commence on 1.4.23. Negotiations have commenced between the Council and the Trust and both parties have shared responses to the contract review. The Contract Sum negotiations commenced 26.9.22.	yes

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	October Update Due		Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Sandwell Children's Trust	PR.A1.5	Contract Review with DfE	Director - Children and Education	Cabinet Member for Children and Education	Director – Finance			Nov-22	N/A	N/A	On Track- little or no slippage	The contract review process is on schedule with revised date. The review team met 20 July 2022 to progress developments with a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. Change control to be put forward to adjust due date, as able to be flexible now Ofsted inspection has happened and do not propose to evoke the break clause.	On Track- little or no slippage	The contract review process is on schedule with revised date. The review team met 20 July 2022 to progress developments with a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. Change control to be put forward to adjust due date, as able to be flexible now Ofsted inspection has happened and do not propose to evoke the break clause.	Yes
Sandwell Children's Trust	PR.A3.0	Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help service	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Medium Risk	The realignment of the new Children & Families Strategic Partnership (CaFSP) has enabled shared priorities to be developed and integrated across the wider children's partnership - this has led to an improved understanding of strategic planning including, though not limited to, the launch of the Early Help and Corporate Parenting Strategies.	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A3.1	Continuation of arrangements for strategic priorities to be shared across the partnership and include a series of joint work. Initial focus areas are corporate parenting and early help.	Director - Children and Education	Cabinet Member for Children and Education				Ongoing	N/A	N/A	On Track- little or no slippage	Completed. Strategic Priorities form part of the Children & Families Strategic Partnership (CaFSP) work programme.	Complete	All strategic priorities agreed and monitored through Children and Families strategic partnership	
Sandwell Children's Trust	PR.A3.2	Assurance that approach to working together is effective through regular programme of performance reports	Director - Children and Education	Cabinet Member for Children and Education				Aug 2022 and then ongoing	N/A	N/A	On Track- little or no slippage	This assurance is in place as part of the governance arrangements (as part of the contract) and include the Operational Partnership Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board.	Complete	This assurance is in place as part of the governance arrangements (as part of the contract) and include the Operational Partnership Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board.	
Regional and Sub-Regional presence	PR.B1.0	Continue to develop the relationship with and actively participate in regional and sub-regional bodies (e.g. WM Combined Authority, Black Country LEP) to maximise opportunities for Sandwell	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive		Jan-22		Medium Risk	Member input into key WMCA meetings needs to increase which is expected to with new Cabinet Member.	N/A	N/A	N/A	N/A	
Regional and Sub-Regional presence	PR.B1.1	Officer representation agreed to attend key meetings and a clear agenda set for each forum	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Regional and Sub-Regional presence	PR.B1.2	Sandwell asks of trailblazer devolution deal agreed	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Regional and Sub-Regional presence	PR.B1.3	Participation in Investor Conference	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Regional and Sub-Regional presence	PR.B1.4	CRSTS allocation (transport) approved by CA Board	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete	
Regional and Sub-Regional presence	PR.B1.5	Member representation to attend key meetings agreed and agenda for each forum shared	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Jun-22	N/A	N/A	Complete	Attendance from members at external partnership meetings is improved and ongoing. Assurance action required	Complete	Complete	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	Change Control required
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (September 2022)	Update (Initial and Date)(September 22)	Status (October 2022)	Update (Initial and Date)(October 22)	October
Regional and Sub-Regional presence	PR.B1.6	Assurance Action: Update provided on a 6 monthly basis by Director of Regen and Growth to confirm representation at key meetings continues and brings benefit to the council. Key meetings for Members to attend at sub regional and regional level are: ABCA Leaders; WMCA Board; WMCA Economic Growth Board; WMCA Housing and Land Board.	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth			Mar-23	6 monthly update	N/A	N/A	Not due to start	Not due to start	New Action Added	new assurance action	
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health				Medium Risk	Work is underway to review the governance arrangements. The children's safeguarding arrangements have been refreshed and discussions are underway in relation to aligning children and adults safeguarding arrangements. Further consideration is being given to the strategic connection across the 4 Board governance arrangements.	N/A	N/A	N/A	N/A	
Effective Local Structures	PR.C1.1	Partnership structures in relation to transition from children's to adults in place	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health			In place	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Meeting booked for the 17 October 2022 to commence work on the reviewing and remodelling of the pathway. The Lead for the project from an Adults LD perspective has gained a new role in the council and we are going out to advert to gain a project lead for this work.	Medium Progress- actual/ projected slippage of 1-2 months	Meeting booked for November 22 to commence work on the reviewing and remodelling of the pathway. Following November meeting, actions to be decided and added to Improvement plan. The ASC restructure will add a Learning Disability Team to the ASC structure which will assist with building the offer around	yes
Effective Local Structures	PR.C1.2	Initial scoping of work with partners around partnership structures in the children's sphere	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health		Mar-22	Sep-22	N/A	N/A	On Track- little or no slippage	Wider discussions will take place to include Chair reps of the 4 Strategic Boards across the children's landscape.	Complete	Initial discussions with partnership has been completed. Now looking to extend discussion to include adults - new action to be added- PR.C1.5	
Effective Local Structures	PR.C1.3	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health		Apr-22	Jul-22	N/A	N/A	Complete	Strategy complete and approved by both Health & Wellbeing Board.	Complete	Corporate Plan Monitoring within PMF is providing progress updates and is tracking outcomes achieved relating to health inequalities.	No
Effective Local Structures	PR.C1.4	Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health		Apr-22	Jul-22	N/A	N/A	On Track- little or no slippage	Deep dives being completed as planned and on time. (PMO addition: Ongoing action. Initial set of actions achieved by due date)	Complete	Ongoing action. Mechanisms within the system are now in place - SHCP Board and Integrated Care Board are regularly reviewing the progress of deep-dives, the outcomes from them, and any follow up actions needed. Change proposed to close action and add a new assurance action to receive a quarterly update from DPH and DASC to provide assurance that governance remains in place and	Yes
VCS Relationships	PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	Leadership Team	Cabinet Member for Communities			Mar-22	Jul-05	Medium Risk	Missed opportunities around partnership and value for money: If the future relationship and the funding	N/A	N/A	N/A	N/A	
VCS Relationships	PR.D1.1	Corporate review of grant funding	Director - Housing	Cabinet Member for Communities			Mar-22	Sep-22	N/A	N/A	On Track- little or no slippage	Review of grants complete as per timeline and communication with organisations complete as well as a letter to the sector. Process to meet 2023/24 savings target agreed.	Complete	Action complete as per previous month update. Consider next steps in terms of developing VCS strategy and add once identified to the plan	
VCS Relationships	PR.D1.2	VCS Strategy formation commences	Leadership Team	Cabinet Member for Communities			2023	2023	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Work has commenced. Approach is for SCVO and the council to run a series of face to face focus groups with cross sections of Sandwell's VCS to explore a series of key themes. These will be used to draft the main elements of the strategy. Focus group pilot approach was held in September. Focus Groups due to take place from October onwards	

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Improvement Plan Theme Progress Summary October 2022

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
Organisational Culture	<p>Summary Statement:</p> <p>Progress is being made across all workstreams. Slippage is being experienced in a couple of areas that are classed as medium risk one of which is due to the impact of the by-election. In addition there is some slippage relating to the establishing the desired organisational culture (which is rated as a green risk).</p> <p>Of the 16 main action areas, there are:</p> <ul style="list-style-type: none"> • zero main actions with a red risk rating, • 7 main actions with an amber risk rating, • 9 main actions with a green risk rating. <p>Of the 7 actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 3 live sub-actions to deliver the action are on track • 2 sub-action have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> ○ Create the right environment for that organisational culture to thrive <ul style="list-style-type: none"> ▪ Organisational Development Strategy and Plan Approved- being redefined as Workforce 	<p>October</p> <ul style="list-style-type: none"> • Member Development programme part of BAU • Final interview for CEx taken place <p>September:</p> <ul style="list-style-type: none"> • CEx long-list interviews undertaken • 4 sessions between Members and Officers with LGA have taken place <p>August:</p> <ul style="list-style-type: none"> • CEx recruitment out to advert • Training provider in place for Directorship 	<ul style="list-style-type: none"> • Part 2 engagement – determining desired culture - August – December 2022- Commenced • Corporate Governance Training Delivery - Autumn 2022 - Commenced • Approval of document / statement setting out desired organisational culture – On track for Jan 2023 • Organisational Development Strategy and Plan Approved – On track for March 2023

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Strategy. This is dependent on the outcomes of the culture listening groups which will conclude in October.</p> <ul style="list-style-type: none"> ○ Design and deliver Corporate Governance Training for Members: <ul style="list-style-type: none"> ▪ *Effective decision-making training- (delay of Council date due to by-election) • 2 sub-actions have been marked completed this month. These actions relate to: <ul style="list-style-type: none"> ○ Ward and Casework <ul style="list-style-type: none"> ▪ Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process forward and casework (linked to desired organisational culture) ○ Deliver Member Development Programme including Finance Training Programme <ul style="list-style-type: none"> ▪ Deliver Member Development Programme • 1 main action has been marked complete this month: <ul style="list-style-type: none"> ○ Actions to respond to employee survey outcomes to be identified and embedded in improvement plan • 2 sub-actions are not yet due to commence 	<p>and Trusteeship Training</p> <ul style="list-style-type: none"> • Organisational Culture Champion training commenced • Listening groups scheduled and invites to 460 employees issued 	<ul style="list-style-type: none"> • Appointment of Permanent Chief Executive- <i>On track for Nov 2023</i> <p>Complete:</p> <ul style="list-style-type: none"> • Budget Holder Role Profile Approved • Employee Engagement Survey Report • New Member Induction • Employee Engagement Survey Results • Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new • Municipal Year- Part 1 Engagement – Starting the Conversation

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Organisational Culture Workstream Updates</p> <p>Establishing Organisational Culture</p> <ul style="list-style-type: none"> • Consultancy engaged. • Phase 1 engagement has been complete. Culture champions have been recruited and attended training. Listening sessions have been carried out. Survey to be issued October/November. • Outcome session to be held with LT November 22. Draft of document setting out the desired organisational culture will then be refined and work commence on workforce strategy. <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Preparatory discussions are taking place for the revision of corporate induction • Guidance around decision making is being issued to Officers in October. Dates for training are being agreed. 		<ul style="list-style-type: none"> • Scope of Corporate Governance Training approved • Member Development Programme approved • Corporate Governance Training – Procurement for delivery partner

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • Range of corporate governance training has been delivered linked to the constitutional approvals. <ul style="list-style-type: none"> ○ Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals. ○ Procurement and Officer-Member behaviour training commenced as planned. • A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the OD Strategy and Plan. <p>Officer and Member Relationship</p> <ul style="list-style-type: none"> • Regular meetings with Whips are being diarised. • Regular meetings with Group Leaders have been taking place and these have been meeting needs. Regular meetings between Cabinet and Leadership Team in place for Municipal Year • 1 more session to take place with Officers (Nov) and there will then be a report produced by LGA, identifying any further actions required. <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Member Development Programme in place and moved into regular business of the Ethical Standards and Member Development Committee. • Centre for Governance and Scrutiny are providing training on 28 Nov. • Effective decision-making training to be delivered in November/December to key officers (<i>delay due to Council date change</i>). • Annual refresher training of Corporate Governance training planned in November 22. • Forward Plan for All Member Briefings in place for new Municipal Year. Latest briefing took place 18 October • Leadership Team Review of All Member Briefings to ensure they are meeting needs. Briefing note will be compiled to report back on the last 12months as a closure report. <p>Internal Communications</p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Director Live Events have taken place over Autumn. All Staff briefing taking place in November. Paper outlining comms on IP to date and future plans is being presented on 03/11 <p>Employee Engagement</p> <ul style="list-style-type: none"> Leadership Team considered action plan in response to Employee Engagement Survey 18/10. EES specific action plan in place containing corporate actions and Directorate-specific actions. Actions around staff conference and formal employee recognition scheme have been added to OC.E2. EES Action plan will be monitored twice a year. <p>Recruitment of Chief Executive</p> <ul style="list-style-type: none"> Final interviews with Chief Officer Terms and Conditions Committee took place 20 October 2022; council ratification due 8 November 		
Corporate Oversight	<p>Summary Statement: Progress is being made across all workstreams.</p> <p>Of the 11 main actions there is</p> <ul style="list-style-type: none"> 1 main action with a red risk rating, 4 main actions with an amber risk rating 6 actions with a green risk rating. <p>Of the 1 main action with a red risk rating:</p> <ul style="list-style-type: none"> All sub-actions are now complete with the Q1 report presented to Cabinet, Scrutiny and an All Member briefing. New actions are proposed for inclusion within this workstream. 	<p>October:</p> <ul style="list-style-type: none"> Q1 Performance Management Report made to Scrutiny and at an All Member Briefing. <p>September:</p> <ul style="list-style-type: none"> Q1 Performance Management Report made to Cabinet ERP Contract signing and mobilisation 	<ul style="list-style-type: none"> All Directorate-level restructuring completed- On track for December completion of AD level. Oracle Fusion Implemented- In progress

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Of the 4 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 2 live sub-actions to deliver the action are on track • 1 sub-action has or will experience medium slippage or issues. This action relates to: <ul style="list-style-type: none"> ○ Programme and Project Management: Programme and Project Management System Implementation <ul style="list-style-type: none"> ▪ Further exploration taking place of Verto system to fulfil transformation programme needs • Zero sub-actions have been completed this month. • Zero sub-actions are not yet due to commence 	<ul style="list-style-type: none"> • Project Management training rolled out to key project members for Oracle Fusion <p>August:</p> <ul style="list-style-type: none"> • ERP Contract Awarded • Financial Services new structure in place <p>July:</p> <ul style="list-style-type: none"> • Business process re-engineering resources have been approved. 	<p>Complete:</p> <ul style="list-style-type: none"> • Establish Performance Management Framework • Improvement Plan approved • Procure new support provider to deliver Oracle Fusion • First Performance Management Report
	<p>Corporate Oversight Workstream Updates</p> <p>ERP</p> <ul style="list-style-type: none"> • Key project members have received training. Ongoing training to be arranged as needed in the future. 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • Procurement complete and contract awarded • Support provider in place • New milestones to be added to Improvement Plan <p>Improvement Planning, Monitoring and Learning</p> <ul style="list-style-type: none"> • Commissioners report prepared and submitted to Secretary of State – next submission due in December 2022. • Awaiting formal response from DLUHC. • Initial scoping of work has commenced for the Continuous Improvement plan <p>Performance Management</p> <ul style="list-style-type: none"> • Q1 report considered by Budget and Corporate Scrutiny Management Board 13/10/22, and an All Member briefing on Q1 report being held 18/10/22. • Preparations underway for Q2 report to Cabinet in December. • Monthly Budget monitoring is taking place and report received by leadership team monthly. <p>Organisational Structure and Enabling Corporate Core</p> <ul style="list-style-type: none"> • KPIs and standards developed for financial services section by November • Review of corporate debt recovery processes underway covering multiple teams- completion date December 22. • C.Co in place to support finance transactional processes. Series of back office process reviews are being progressed through the Fusion Programme. • Approach to transformation being considered by LT 03/11/22 <p>Programme and Project management</p> <ul style="list-style-type: none"> • Leadership Team approved governance and framework. 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> In Nov, Leadership Team will consider how we manage pipeline of business change projects, governance to manage approval and progress of projects, project and programme mgmt methodology, business analysis methodology, business change methodology, setting up PMO, managing benefits lifecycle. Verto system is being looked at further exploration needed with a view to a pilot. 		
Strategic Direction	<p>Summary Statement: Progress is being made, however some specific issues emerging around the EDI agenda along with the forthcoming decision to adopt the LGA equalities framework review are impacting on the ability to deliver on the actions to the original timescales. Slippage has also occurred against original timescales for the Commercial Strategy. Locality Working Workstream placed on hold and proposed creation of Customer Journey Workstream.</p> <p>Of the 13 main action areas, there are:</p> <ul style="list-style-type: none"> zero actions with a red risk rating, 6 actions with an amber risk rating, 7 actions with a green risk rating. <p>Of the 6 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> 7 live sub-actions to deliver the action are on track 4 sub-actions have or will experience medium slippage or issues (two of which are related to delays due to the by-election). These actions relate to 	<p>October</p> <ul style="list-style-type: none"> Corporate Parenting Strategy Approved Review of MTFP concluded Microsite creation for information around priority projects for stakeholders launched <p>September:</p> <ul style="list-style-type: none"> Equality policy review complete First Resident's Survey completed 	<ul style="list-style-type: none"> Approval of Medium-Term Financial Plan and Capital Strategy- on track for November Cabinet Corporate Procurement Strategy – Commenced Commercial Strategy Commenced Regular Resident Survey in place- 2022 budget consultation and Residents' survey completed. Plans to sustain approach being developed

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> ○ Corporate Asset Management Strategy Development <ul style="list-style-type: none"> ▪ *Corporate Asset Management Strategy Approved <i>(delay due to by election)</i> ○ Develop and Implement the Commercial Strategy <ul style="list-style-type: none"> ▪ Commercial Strategy Approved ▪ Business Cases Presented <ul style="list-style-type: none"> • Commercial Opportunity Assessment report to be received by Leadership Team. ○ Equality and Diversity <ul style="list-style-type: none"> ▪ Continue to embed Equality, Diversity and Inclusion (EDI) staff networks ▪ Continue to deliver on Equalities Commission Board priorities ▪ *Equality Policy approved- Scheduled for Nov 22 <i>(delay due to by election)</i> • Two sub-actions have or will experience significant slippage or issues. <ul style="list-style-type: none"> ○ Equality and Diversity <ul style="list-style-type: none"> ▪ Review of Council EDI decision making process ▪ Equality, Diversity and Inclusion Strategy approved • 6 sub-actions have been marked complete this month 	<ul style="list-style-type: none"> • Budget Consultation Completed <p>July:</p> <ul style="list-style-type: none"> • Corporate Procurement Strategy approved • Budget Consultation Launched 	<ul style="list-style-type: none"> • Equalities Policy approved- on track for November approval • Equality, Diversity and Inclusion Strategy approved- Autumn 2023 • Corporate Asset Management Strategy Approved- On track for November Cabinet • HRA 30 Year Business Plan approved- On track for Spring 2023 • Model for Locality Working Approved- On hold and incorporation within Customer Journey Workstream. <p>Complete:</p>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> ○ Corporate Asset Management Strategy Development <ul style="list-style-type: none"> ▪ Confirmation of funding for remaining Workplace Vision components ○ Refresh Corporate Parenting Strategy <ul style="list-style-type: none"> ▪ Re-focusing of strategic priorities ▪ Corporate Parenting Strategy approved ○ Equality and Diversity <ul style="list-style-type: none"> ▪ Review approach to Equality Impact Assessments ○ Incorporate Public Consultation Results into Performance Management Framework <ul style="list-style-type: none"> ▪ First report from Resident's Survey ○ Developing a model for locality working <ul style="list-style-type: none"> ▪ Customer Access Strategy Development Commences <ul style="list-style-type: none"> • 1 sub-actions are not yet due to commence <p>1 sub action has been placed on hold:</p> <ul style="list-style-type: none"> ○ Developing a model for locality working <ul style="list-style-type: none"> ▪ Pilot of Town Co-ordinator role commences 		<ul style="list-style-type: none"> • Approval of Communications and Corporate Affairs Strategy • Approval of Regeneration Strategy and Pipeline- • Early Help Strategy approved and launched • Public Consultation to be carried out as part of budget process • Corporate Parenting Strategy Refresh Approved
	<p>Strategic Direction Workstream Updates</p> <p>Strategy Development and Refresh</p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • Regen Strategy and Pipeline: First update report across the 63 projects in the pipeline being compiled. Aiming for scrutiny and Cabinet in November/December <ul style="list-style-type: none"> ○ Discussions ongoing around capacity and expertise to deliver pipeline. ○ Software procurement not taken place yet. Demonstration is due in October ○ Microsite created and launched at the end of October. • Corporate Asset Management Strategy: Workplace vision has been closed. New Corporate asset management strategy due to Cabinet in November (including surplus assets report). Options for hub locations actions has been incorporated within the customer Journey workstream. • Commercial Strategy: Assessment Report received. To be reviewed by Leadership Team and then Commercial Strategy can be updated to reflect opportunities to be taken forward. • Corporate Parenting: The strategy has been circulated and agreed by corporate parenting board members. • HRA Business Plan: Draft plan is due at Safer neighbourhoods and active communities Scrutiny Board on 1 Nov. On track for Cabinet in February. Procurement of stock condition surveys due to go to tender November 22 <p>Equality and Diversity.</p> <ul style="list-style-type: none"> • Review of council EDI decision making process – this focused on the EIA Review which has been completed and the updated EIA form and guidance is being uploaded onto the intranet • Approval of EDI strategy - Significant slippage in relation to two components of EDI workstream due to adoption of LGA Equalities Framework leading to pushing back original timescales. Timescales agreed to be reprofiled through October's change control. This is referenced in the report going to Cabinet seeking approval of the equalities policy – but also seek approval of using the LGA Equalities Framework. • Continue to embed Equality, Diversity and Inclusion (EDI) staff networks – Ongoing work – some networks are functioning better than others; • Continue to deliver on Equalities Commission Board priorities. EDI legacy issues are resurfacing which is impacting on operation of staff networks and delivery on Equalities Commission Board priorities. Report due to 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Leadership Team in coming weeks. All these actions will be swept up as part of the LGA Equalities Framework.</p> <ul style="list-style-type: none"> *Equality Policy approved- Scheduled for Nov 22 (delay due to by election) <p>Locality Working</p> <ul style="list-style-type: none"> Workstream proposed to be closed and actions incorporated within Customer Journey Workstream. Pilot of town co-ordinator role was unsuccessful and placed on hold. <p>Medium Term Financial Plan & Capital Strategy</p> <ul style="list-style-type: none"> The Approval of MTFP and Capital Strategy has been pushed to the November Cabinet (delay due to by election). On track <p>Consultation and Engagement</p> <ul style="list-style-type: none"> Budget consultation, residents survey and SHAPE survey being used to inform business planning and budget setting. Proposal for regular surveys due in November 		
Decision Making	<p>Summary Statement: Progress is being made across all workstreams.</p> <p>Of the 7 main actions there are:</p> <ul style="list-style-type: none"> zero main actions with a red risk rating, 5 main actions with an amber risk rating, 2 main actions with a green risk rating. <p>Of the 5 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> 4 live sub-actions to deliver the action are on track 	<p>October:</p> <ul style="list-style-type: none"> ARAC recommendations and report into SEND transport complete <p>September:</p> <ul style="list-style-type: none"> SEND procurement exercise undertaken in line 	<ul style="list-style-type: none"> Review of scrutiny arrangements- On track for Nov Council. Council Decision on options for alternative election cycle- Due Nov 2022 Revised Financial Regulations agreed-

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • 4 sub-actions have or will experience medium slippage or issues. All bar one relate to delays due to the by-election: <ul style="list-style-type: none"> ○ In-depth review and revision to Corporate Governance Documents <ul style="list-style-type: none"> ▪ *Effective Decision-Making Training- (delay due to by election) ▪ *Revised Scheme of Delegations agreed- (delay due to by election) ▪ Revised Financial Regs agreed <ul style="list-style-type: none"> • Slippage relates to the remaining areas of the Financial Regulations that need reviewing. This will slip to December Council. As the key changes were approved in July, the risk and impact of the slippage of the outstanding bits is very low. ○ Refresh decision making-arrangements including the role of Scrutiny <ul style="list-style-type: none"> ▪ *Review of scrutiny arrangements- (delay due to by election) • 1 sub-action has or will experience significant slippage or issues. These actions relate to: <ul style="list-style-type: none"> ○ In-depth review and revision to Corporate Governance Documents <ul style="list-style-type: none"> ▪ Revised Council Procedure Rules. <i>This is Red rated due to an error in July's commentary and omission</i> 	<p>with contract procurement rules</p> <ul style="list-style-type: none"> • Contracts now live <p>August:</p> <ul style="list-style-type: none"> • Consultation launched re 4-yearly election cycle 	<p>On track for December</p> <ul style="list-style-type: none"> • Revised scheme of Delegations agreed- due for approval in November • Approval of any changes to scrutiny (if required following review)- From Nov <p>Complete:</p> <ul style="list-style-type: none"> • Options Paper to Leadership Team for 4 yearly election cycle • Scrutiny work planning event • Revised Procurement and Contract Procedure Rules agreed • Revised Council Procedure Rules • Revised Sale of Land and Buildings Protocol

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p style="text-align: right;"><i>from change control. Due for Council approval in November/December.</i></p> <ul style="list-style-type: none"> • 1 sub-action is marked complete this month. This action relates to: <ul style="list-style-type: none"> ○ ARAC report and recommendations in relation to SEND Transport <ul style="list-style-type: none"> ▪ Completion of report and recommendations • zero sub-actions are not yet due to commence 		<ul style="list-style-type: none"> • Implementation of Scrutiny Recommendations for SEND (Special Educational Needs and Disability) Transport and Waste • Completion of ARAC report and recommendations in relation to governance issues raised (SEND Transport, Waste Contract)
	<p>Decision Making Workstream Summary</p> <ul style="list-style-type: none"> • 4 Yearly Election Cycle <ul style="list-style-type: none"> • Final decision report due at Council in November. (delay due to by election) • Constitution and Governance Framework <ul style="list-style-type: none"> • Training to be rolled our beginning of November/December 22 after approval at Council in November 22 of further constitutional changes. (delay due to by election) • Refresh of financial regulations will be presented to full Council in December. 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> Revised scheme of delegation being prepared for Council in November <p>Role and function of Scrutiny and Audit</p> <ul style="list-style-type: none"> Review of scrutiny arrangements are ongoing and due to be reported to full Council in November. LGA have been complimentary around scrutiny arrangements Scrutiny work plans have been agreed and workplans are in the process of being delivered. Follow up discussion due to take place in October to manage the position on historic issues with ARAC chair. Survey to Scrutiny and Audit Members, and Officers attending Committees conducted over September. Findings were reported to IPRM 6 October. Surveys will continue to be sent out after meetings and reported quarterly. 		
Procurement & Commercial	<p>Summary Statement: Progress is being made across all workstreams. Implementation of a corporate performance management system is rated as low risk but is experiencing a significant level of slippage.</p> <p>Of the 11 main actions there are:</p> <ul style="list-style-type: none"> zero actions with a red risk rating, 7 actions with an amber risk rating, 	<p>October:</p> <ul style="list-style-type: none"> Review of Serco Contract Complete Street Cleansing revised plan approved at Waste Board. 	<ul style="list-style-type: none"> SEND Transport Contract Monitoring arrangements in place- Due in January Arrangement in place for future delivery of leisure services- May 2023

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • 4 actions with a green risk rating <p>Of the 7 actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 3 live sub actions are on track • 1 sub-actions have or will experience medium slippage or issues. This action relate to: <ul style="list-style-type: none"> ○ Lion Farm Options Agreement: Implement approved way forward: <ul style="list-style-type: none"> ▪ Papers have been submitted to the external party that will conduct the expert determination. Update required at IPRM • 1 action with a green risk rating is experiencing a significant level of slippage: <ul style="list-style-type: none"> ○ Corporate Performance Management System – not progressed past soft market testing due to project management capacity. <ul style="list-style-type: none"> • 4 sub actions have been completed this month. These relates to <ul style="list-style-type: none"> ○ Review of the Serco contract ○ Street Cleansing Recovery Plan approved by Waste Management Board ○ Implementation of recommendations from Audit and Scrutiny in relation to SEND Transport: Recommendations related to procurement embedded in procurement process, and ARAC recommendations implemented <ul style="list-style-type: none"> • Zero sub-actions have not yet been rated. 	<ul style="list-style-type: none"> • LATC Chief Officer recruitment underway <p>September:</p> <ul style="list-style-type: none"> • Lion Farm: Responsibilities of both council and developer clarified within formal documentation • SEND Transport Contract has gone live <p>July:</p> <ul style="list-style-type: none"> • SEND contract awarded • Cabinet decision on future delivery of leisure services 	<ul style="list-style-type: none"> • Fleet replacement complete- Mid 2023 • Implementation of Asset Management System- On track for December completion • Lion Farm report to Cabinet on determination of position of developer- date tbc as part of the ED process <p>Complete:</p> <ul style="list-style-type: none"> • Termination notice for SLT contract approved by Cabinet • Revised contract governance arrangements in place for Serco contract • Asset Management System Procured

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> 3 sub actions are not due to start 		<ul style="list-style-type: none"> SEND Transport procurement published Waste and Recycling recovery plan implementation Option appraisal for future leisure management options Street Cleansing Recovery Plan Approved Serco contract performance reporting embedded in PMF Review of Serco contract completed New SEND Transport contract in place
	<p>Procurement and Commercial Workstream Summary</p> <p>Waste Contract:</p> <ul style="list-style-type: none"> Frith contract review in progress supported by Serco & SMBC officers. 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • Recommendations review is underway and briefing to Cabinet member planned for early November 2022. • Street Cleansing Recovery plan presented to Waste Board 19 October 2022 • Fleet replacement programme is in delivery phase with dates into 2023. <p>SEND Transport:</p> <ul style="list-style-type: none"> • All new contracts issued and accepted by operators new framework commenced 1.9.22 • Contract monitoring arrangements to be confirmed in January 2023 • Recommendations from Children & Education Scrutiny Board are being monitored • When subsequent internal audit report into SEND Transport Procurement is conducted (March 2023), this will be reported to ARAC as part of BAU reporting on audit work programme. • Lessons Learnt from SEND Transport procurement 2 being captured. <p>New System Procurement:</p> <ul style="list-style-type: none"> • Initial market testing for Performance Management System and demonstration complete. Not progressed past soft market testing. Size and scale of system to be considered. • Asset Management System is procured and implementation is on track for December 2022. <p>Lion Farm:</p> <ul style="list-style-type: none"> • Approved way forward is being implemented, papers have been submitted to the external party that will conduct the expert determination. • Formal document detailing the respective roles and responsibilities of Council and developer. <p>Leisure Contract:</p> <ul style="list-style-type: none"> • Decision made by Cabinet to transfer services to LATC (Local Authority Trading Company) • Implementation phase has commenced. • Chief Operating Officer recruitment in progress. • Further legal vehicle structure session undertaken with Cabinet Member. 		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> Tax Advisors appointed. 		
Partnerships & Relationships	<p>Summary Statement: Progress is being made across workstreams with some slippage in relation to the SCT KPI review, partnership structures around transition from children's to adult's</p> <p>6 sub actions have been closed this month</p> <p>Of the 6 main action areas, there are:</p> <ul style="list-style-type: none"> zero actions with a red risk rating, 5 actions with an amber risk rating, 1 action with a green risk rating. <p>Of the 4 actions with an amber risk rating:</p> <ul style="list-style-type: none"> 2 live sub-actions to deliver the action are on track 3 sub-actions have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract 	<p>October</p> <ul style="list-style-type: none"> SCT contract performance embedded within PMF <p>September:</p> <ul style="list-style-type: none"> Strategic Priorities form part of the Children & Families Strategic Partnership (CaFSP) work programme. Health and Wellbeing Strategy approved Review of Grants completed 	<ul style="list-style-type: none"> Review of SCT Contract concludes- due Autumn 2022 for commencement from April 2023. <p>Complete:</p> <ul style="list-style-type: none"> Regular cross-SMBC/SCT Leadership meetings City Region Sustainable Transport Scheme approved by CA Board Sandwell asks of trailblazer devolution deal agreed Officer & Member representation agreed to key regional and sub-

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ KPI Suite reviewed and agreed - due to be complete December 2022 for implementation in April 2023. ○ Review partnership structures within the ‘People’s sphere’ <ul style="list-style-type: none"> ▪ Partnership structures in relation to transition from children’s to adult’s services - review due to commence in November on the reviewing and remodelling of the pathway.. ● 6 sub-action has been completed this month <ul style="list-style-type: none"> ○ SCT Performance reporting embedded within Council PMF ○ Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help service ○ Review partnership structures within the ‘People’s sphere’ <ul style="list-style-type: none"> ▪ Initial scoping of work with partners around partnership structures in the children’s sphere ▪ Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives 		<ul style="list-style-type: none"> regional meetings and clear ● VCS Grants review update report to Leadership Team ● Health and Wellbeing Strategy ● SCT Contract performance reporting embedded within Council PMF- ● Quarterly system-wide deep dives conducted for health inequality ● VCS Strategy formation commences

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> ○ Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector. <ul style="list-style-type: none"> ▪ Corporate review of grant funding • 1 sub-actions is not yet due to commence 		
	<p>Partnerships and Relationships Workstream Summary</p> <p>Sandwell Children's Trust</p> <ul style="list-style-type: none"> • Performance reporting embedded within Council PMF • KPI Suite reviewed and agreed between Council and Trust by December 2022 ahead of implementation date 1/4/23. • Revised contract will commence on 1/4/23. Negotiations have commenced between the Council and the Trust. • Contract review DFE- The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. • Assurance that approach to working together is effective is being supplied through the inclusion at Operational Partnership Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board. <p>Regional and Sub Regional Presence</p> <ul style="list-style-type: none"> • A number of actions complete • Attendance at and engagement within agenda issues at WMCA, ABCA and BCLEP is much improved and ongoing. <p>Effective Local Structures</p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> • Transition from children to adult services -Meeting booked for November 22 to commence work on the reviewing and remodelling of the pathway. Going out to advert for a project lead. Following November meeting, actions to be decided and added to Improvement plan. ASC restructure will add a Learning Disability Team to the ASC structure which will assist with building the offer around transition for people with LD. • Health and Wellbeing Strategy complete and approved by both Health & Wellbeing Board. • Deep Dives are being completed as planned and on time. SHCP Board and Integrated Care Board are regularly reviewing the progress of deep-dives, the outcomes from them, and any follow up actions needed <p>VCS (Voluntary and Community Sector) Relationship</p> <ul style="list-style-type: none"> • Review of grants complete as per timeline. Process to meet 2023/24 savings target agreed. • Strategy formation work has commenced 		

Appendix 3 – Scrutiny Recommendation Status Summary October 2022

Grant Thornton Recommendation for Scrutiny	Summary
<p>Key Recommendation 7: Members in key statutory roles, in particular in relation to Cabinet, scrutiny, standards and audit, need to be provided with effective development training and support. The Member Development Programme should be reviewed to ensure corporate governance forms part of the training for members with governance roles</p>	<p>Within the organisational culture theme of the Improvement Plan, the workstream on Member Learning and Development incorporates the Member Development Programme (MDP) which is addressing training needs for Members.</p> <p>A revised MDP was agreed at the start of the Municipal Year and is kept under regular review by the Ethical Standards and Member Development Committee. As part of the MDP:</p> <ul style="list-style-type: none"> • Two sessions on Effective Member and Officer Relationships took place in September 2022. 76% Members attended. This was delivered by the LGA • Introductory Session to Scrutiny for newly elected Councillors in June 2022. 12 out of 13 attended. • Two sessions relating to the overview of scrutiny and health scrutiny were delivered to Members who were appointed onto the health scrutiny board. <p>All Members have been invited to training around the Corporate Governance Framework in November 2022. This session will be delivered by CIPFA. It includes exploring the standards of governance that are expected of the Council and the principles in practice and will explain the purpose of key elements, including the local code and the annual governance statements. It will also identify the key points Members should look out for.</p> <p>Elected Members have Personal Development Plans in place identifying individual learning needs.</p>

	<p>Scrutiny Members' learning needs remain under review by the Chairs of Scrutiny Boards together with supporting Officers. Scrutiny Chairs are also receiving coaching and mentoring training from external providers. In addition, the regular survey to Audit and Scrutiny Members includes questions around Learning and Development received and any new needs arising to help ensure that the Member Development Programme is flexible to meet emerging needs.</p>
<p>Improvement Recommendation 14: Officer and Member Relationships – the forward plan of the Cabinet should be shared with the Audit Committee and Scrutiny Board to help structure their agenda planning .</p>	<p>The forward plan is shared with all scrutiny boards (in so far as it relates to that respective scrutiny board) at every meeting to assist with the Committee's work planning.</p>
<p>Improvement Recommendation 12: Officer and Member Relationships – There is a need to ensure that members of scrutiny and audit committees are aware of their governance roles including how to interrogate reports and the right questions</p>	<p>As above.</p> <p>Informal feedback in relation to Scrutiny indicates that the committee is working more effectively and that Members are interrogating reports well and asking appropriate questions.</p> <p>Regular meetings to develop and nurture strong, healthy working relationships with members and officers continues to take place with Chairs of scrutiny boards having regular agenda setting meetings with Directors and officers to be clear what the expectation is on reports coming to Scrutiny to enable a debate and not just information sharing. Scrutiny</p>

Board chairs collectively are also meeting more regularly, whether it is a pre-meeting or prior to Cabinet to agree lines of questioning in advance.

Views from the follow-up reviews conducted by Grant Thornton and the LGA in Autumn 2022 will provide an external perspective on the effectiveness of scrutiny. The regular survey of Officers and Members attending scrutiny will continue to provide insight into the Committee's development.

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Appendix 3 – Statutory Recommendation Status Summary October 2022

Statutory Recommendation	Summary	Achievements this month	Milestones
<p>S1 - It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this report (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and prioritise corporate effort in managing the issues identified and embed the solutions into the Council</p>	<p><u>Organisational Culture</u> No actions in this theme</p> <p><u>Corporate Oversight</u> ERP</p> <ul style="list-style-type: none"> • Key project members have received training. Ongoing training to be arranged as needed in the future. • Procurement complete and contract awarded • Support provider in place <p><u>Strategic Direction</u> Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Regen Strategy and Pipeline: April- September update due. First update report across the 63 projects in the pipeline is aiming for scrutiny and Cabinet in November/December. Software procurement not taken place yet. Demonstration of VERTO has taken place. Microsite created and launched- 31 October 2022 • The Corporate Parenting Strategy has been circulated and agreed by Corporate Parenting Board members. <p><u>Decision Making</u> Role and function of Scrutiny and Audit</p> <ul style="list-style-type: none"> • Review of scrutiny arrangements are ongoing and due to be reported to full Council in November. LGA (Local Government Association) have been complimentary around scrutiny arrangements 	<ul style="list-style-type: none"> • Microsite created for information around priority regeneration projects for stakeholders- launched • Corporate Parenting strategy circulated and agreed by Corporate Parenting Board • ARAC recommendations and report into SEND transport complete • Review of Serco Contract Complete • Street Cleansing revised plan approved at Waste Board. • LATC Chief Officer recruitment underway • SCT contract performance embedded within PMF 	<ul style="list-style-type: none"> • Oracle Fusion Implemented- In progress • Review of scrutiny arrangements- On track for Nov Council. • Approval of any changes to scrutiny (if required following review)- From Nov • Review of SCT Contract concludes- due Autumn 2022 for commencement from April 2023. <p>Completed milestones:</p> <ul style="list-style-type: none"> • Termination notice for SLT contract approved by Cabinet- complete • Revised contract governance arrangements in place for Serco contract- complete

- Scrutiny work plans have been agreed and workplans are in the process of being delivered.
- Scrutiny session delivered on 31/08/22 relating to missed bin collection over Summer 2022
- New SEND Transport procurement exercise has been undertaken- consistent with contact procurement rules and recommendations from scrutiny.
- Internal audit has included a review of compliance with contract procedure rules as part of their work programme and will be undertaken this municipal year.
- Survey to Scrutiny and Audit Members, and Officers attending Committees conducted over September. Findings reported to IPRM 06/10 and shared with Members. Link for further feedback surveys will be shared after each meeting.

Procurement & Commercial

Waste Contract:

- Frith contract review in progress supported by Serco & SMBC officers. Initial review report received end of Sept 22.
- Monitoring framework progressing well with an agreed framework in place. Q1 performance reported alongside PMF (Performance Management Framework) report to Cabinet and reported to Officer leadership and will continue as part of quarterly PMF reports.
- Street Cleansing Recovery Plan presented to Waste Board in October.
- Fleet replacement programme is in delivery phase with dates into 2023.
- SERCO fleet replacement on track.

- Waste and Recycling Recovery Plan Implementation - **Complete**
- Street Cleansing Recovery Plan approval – Resubmission to Waste Management Board in - **Complete**
- SERCO contract performance reporting embedded in Performance Management Framework - **Complete**
- Option appraisal for future leisure management options – **Complete**
- Scrutiny work Planning event - **Complete**
- Procure new support provider to deliver Oracle Fusion- **complete**
- Approval of Regeneration Strategy and Pipeline- **Complete**

	<p>SEND Transport:</p> <ul style="list-style-type: none"> • All new contracts issued and accepted by operator's new framework commenced 1.9.22 • Procurement-related recommendations from Audit and Scrutiny fulfilled in line with new contract from September 22. • Lessons Learnt from SEND Transport procurement 2 being captured. <p>New System Procurement:</p> <ul style="list-style-type: none"> • Performance Management System - Not progressed past soft market testing- further demonstration with another provider. Size and scale of system to be considered for scope of project. • Asset Management System is procured, and implementation is on track <p>Lion Farm:</p> <ul style="list-style-type: none"> • Action plan being implemented, however, there has been some slippage due to legal representatives of both sides taking longer than expected. • Papers have been submitted to the external party that will conduct the expert determination. • The date for Expert Determination is outside the hands of the Council and will be decided by a third party. • Formal document detailing the respective roles and responsibilities of Council and developer complete. <p>Leisure Contract:</p> <ul style="list-style-type: none"> • Decision made by Cabinet to transfer services to LATC (Local Authority Trading Company) • Implementation phase has commenced. 		<ul style="list-style-type: none"> • Early Help Strategy approved and launched- Complete • Corporate Parenting Strategy Refresh Approved- Complete • SEND Transport procurement published- complete • SMBC/SCT Leadership meetings - Complete • SCT Contract performance reporting embedded within Council PMF- Complete
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	<ul style="list-style-type: none"> • Cabinet Workshop for legal vehicle options consideration, specification, property, and company name delivered 14.09.22 • Chief Operating Officer recruitment in progress. • Further legal vehicle structure session undertaken with Cabinet Member. • Tax Advisors appointed. • <p><u>Partnerships & Relationships</u></p> <p><u>Sandwell Children's Trust</u></p> <ul style="list-style-type: none"> • Performance reporting embedded within Council PMF • KPI (Key Performance Indicators) Suite reviewed and being confirmed between Council and Trust ahead of implementation date 1/4/23. Suite due to be complete by December • Revised contract will commence on 1/4/23. Contract Sum negotiations commenced 26/9/22. • Contract review DfE (Department for Education)- The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. • Meetings in place with Trust, SMBC and Councillor Hackett - Lead Member • All strategic priorities agreed and monitored through Children and Families strategic partnership 		
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<p>S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this report are understood through the organisation</p>	<p>Organisational Culture</p> <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Range of corporate governance training has been delivered linked to the constitutional approvals. • Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals. Guidance around decision making is being issued to Officers in October. • Procurement and Officer-Member behaviour training commenced as planned. • A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the OD Strategy and Plan. <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Member Development Programme in place and will be regularly reviewed. • Effective decision-making training to be delivered in November/December to key officers (<i>delay due to Council date change</i>). • Annual refresher training of Corporate Governance training planned in November 22. • Training delivered ahead of interviews for CEx (on the specific processes relating to that appointment). • Forward Plan for All Member Briefings in place for new Municipal Year <p>Corporate Oversight</p> <p>Performance Management</p>	<ul style="list-style-type: none"> • Q1 Performance Management Report made to Scrutiny and at an All Member Briefing. • Procurement and Contract Procedures Rules training launched • Member Development programme part of BAU 	<ul style="list-style-type: none"> • Regular Resident Survey in place – budget consultation and Residents’ survey completed. Plans to sustain approach being developed • Commercial Strategy approved – Slippage • Revised Financial Regs – slippage to December for final component • Revised Scheme of Delegation – due for Council approval in November • Corporate Governance Training Delivery -Commenced • Corporate Asset Management Strategy Approved- On track for November Cabinet • HRA 30 Year Business Plan approved- On track for Spring 2023 • Implementation of Asset Management System- On track for December completion <p>Completed milestones</p>
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	<ul style="list-style-type: none"> • Q1 report considered by Budget and Corporate Scrutiny Management Board 13/10/22. • All Member briefing on Q1 report held 18/10/22. • Preparations being made for Q2 report to Cabinet in December. • Monthly Budget monitoring is taking place and report received by leadership team monthly <p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Corporate Asset Management Strategy: Workplace vision has been closed. New corporate asset management strategy sets out the priorities. Options for hub locations were identified – the action has now been incorporated within the Customer Journey Workstream and will be progressed through that programme. Implementation of new asset database is on track. Surplus assets portfolio has been delayed but it scheduled for Cabinet in November as part of the Corporate Asset Management Strategy. • Procurement and Contract Procedure Rules approved in July. Training launched 3rd October consisting of initial introduction for managers. Further tailored training taking place for staff with procurement responsibilities. • Commercial Strategy: Commercial Opportunity Assessment Report received. Needs to be reviewed by Leadership Team and then Commercial Strategy can be updated to reflect opportunities to be taken forward. • HRA Business Plan: Draft Plan has been received and shared with Lead Member. Data to be added and 		<ul style="list-style-type: none"> • Budget Holder Role Profile agreed - Complete • Establish Performance Management Framework – Complete • First Performance Management Report - Complete • Revised PCR, and Sale of Land and Buildings Protocol – Complete • New Member Induction- Complete • Member Development Programme - Complete and BAU • Asset Management System Procured- complete
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	<p>consultation started with key stakeholders. Going out to tender on stock condition surveys</p> <p><u>Decision Making</u></p> <p><u>Constitution and Governance Framework</u></p> <ul style="list-style-type: none"> • Council on 26th July approved revised procurement and contract procedure rules--Training to be rolled out beginning of November/December 22 after approval at Council in November 22 of further constitutional changes. (delay due to by election) • Refresh of financial regulations will be presented to full Council in December. • Revised scheme of delegation being prepared for Council in November <p><u>Procurement & Commercial</u></p> <p><u>New System Procurement:</u></p> <ul style="list-style-type: none"> • Asset Management System is procured, and implementation is on track <p><u>Partnerships & Relationships</u></p> <p>No actions in this theme</p>		
<p>S3 - Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with</p>	<p><u>Organisational Culture</u></p> <p><u>Establishing Organisational Culture</u></p> <ul style="list-style-type: none"> • Consultancy Engaged. Phase 1 is complete and included the initial scoping of the approach to be taken to determining the desired organisational culture and initial communication and engagement with staff ahead of Phase 2 (detailed engagement). • Phase 2 commenced with the listening group exercises. Drop in sessions planned for front line workers. 	<ul style="list-style-type: none"> • 4 sessions between Members and Officers with LGA have taken place. • Member Development Programme in place and will be regularly reviewed. 	<ul style="list-style-type: none"> • Organisational Culture - Part 2 engagement – determining desired culture - Commenced • Approval of document / statement setting out desired organisational culture – ‘Our Values:

the Council's values, codes, policies, and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.

- Culture champions recruited, trained, and listening sessions carried out.
- Phase 2 final listening groups taking place in October. Survey issued in Oct. Plan to present the outcomes of the sessions/surveys to LT on 22 November.

Officer Learning and Development

- Range of corporate governance training has been delivered linked to the constitutional approvals.
- Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals. Guidance around decision making is being issued to Officers in October.
- Procurement and Officer-Member behaviour training commenced as planned.
- A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the Workforce Plan.

Officer and Member Relationship

- Regular meetings with Whips are being diarised.
- Regular meetings with Group Leaders have been taking place and these have been meeting needs. Regular meetings between Cabinet and Leadership Team in place for Municipal Year
- 4 sessions between Members and Officers with LGA have taken place. 1 more session to take place with Officers (Nov) and there will then be a report produced by LGA, identifying any further actions required.
- A review of all member enquiries is being undertaken-including member portal. Awaiting LGA report to identify next steps.

Our Behaviours'- **On track for Jan 2023**

- Organisational Development Strategy and Plan Approved – **On track for March 2023**

Completed milestones

- Organisational Culture - Part 1 Engagement – Starting the Conversation- **Complete**
- New Member Induction - **Complete**
- Meeting structures to support Senior Leadership (Officer and Member) – **Complete**
- Member Development Programme approved- **Complete**

	<p>Member Learning and Development</p> <ul style="list-style-type: none">• Member Development Programme in place and will be regularly reviewed. <p><u>Corporate Oversight</u> No Actions in Theme</p> <p><u>Strategic Direction</u> No actions in Theme</p> <p><u>Decision Making</u> No actions in Theme</p> <p><u>Procurement & Commercial</u> No actions in Theme</p> <p><u>Partnerships & Relationships</u> No actions in Theme</p>		
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Improvement Plan Risk Register

October 2022



1. Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities




4. Quality homes in thriving neighbourhoods






5. A strong and inclusive economy






6. A connected and accessible Sandwell


Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
IP1	<p>Improvement Plan objectives and member / officer engagement in those objectives</p> <p>If programme objectives are not clearly defined to ensure they are within scope, deliverable, understood and agreed then the programme will proceed with no clear direction and may become unmanageable and/or scope creep may take place.</p>	6 (Green)	6 (Green)	3 (Green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Engagement as part of the development of the Improvement Plan - sharing themes and workstreams with staff and members • Communications Plan implemented for governance review, CPC and Statutory Notice • Communications Approach set out in Draft Improvement Plan • Objectives for each Theme within the Improvement Plan identified • Set of key messages for stakeholders in place and issued to all Directors • Council approval of Improvement Plan • All Member briefing held (incl. newly elected Members) • Regular informal reporting to Cabinet in place on IP progress • Regular Staff communications on progress of Improvement Plan • Reporting approach to ARAC and B&CSM agreed, with quarterly report in September 22 • Change control approach agreed to ensure updates to plan are appropriate and in line with agreed objectives <p>Further Actions</p> <ul style="list-style-type: none"> • Communications Plan delivered • Staff and member engagement through Organisational Culture change programme • All staff briefing in November with update on IP 	



Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
IP2	<p>Programme management arrangements</p> <p>If appropriate programme management arrangements are not put in place then there is a risk that:</p> <ul style="list-style-type: none"> The project will not be delivered to scope The required improvements will not be made within the necessary timescales The government may lose confidence in the council's ability to improve and intervention may be extended The borough's residents may lose confidence in the council ability to deliver effective services Inefficient use of limited resources Continued reputational damage 	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Improvement Plan approved by Council 07/06/22 PMO support being provided by existing experienced resources within Service Improvement Processes around progress monitoring and change control established for Governance Improvement Plan Risk register in place and will be reported to Leadership Team monthly and Cabinet quarterly Establishment of PMO Teams Site for collation of programme documents and evidence Approach and process for change control and issues in place Exception reporting format confirmed via highlight report standard template Terms of Reference for internal Improvement Plan Review Meeting updated to reflect government intervention, single Improvement Plan and assurance framework <p>Further Actions</p> <ul style="list-style-type: none"> Establishment of dedicated Programme Management Office - dependent upon appointment of dedicated Corporate Performance Management posts 	
IP3	<p>Allocation of sufficient resources to project management and project delivery/ maintaining Business as Usual while delivering the Improvement plan</p> <p>If sufficient resources (capacity and capability) and where</p>	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> PMO support being provided by existing experienced resources within Service Improvement Resource gaps / pressures associated with actions within the Improvement Plan have been identified 	


Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
	necessary additional resources are not allocated to the management and delivery of the improvement plan then this may result in officer fatigue, loss of motivation and the programme will fail to deliver all of its objectives.					<ul style="list-style-type: none"> • Council on 07/06/22 approved Use of Improvement & Capacity Reserve and 2021/22 underspend allocated to Improvement Plan actions • Resource issues and risks associated with the Improvement Plan to reviewed monthly by Leadership Team and Register maintained • Appointment of interim corporate transformation capacity to establish programme and project management governance arrangements, as well as moving forward key transformational activity <p>Further Actions</p> <ul style="list-style-type: none"> • Establishment of dedicated Programme Management Office • Recruitment to posts following allocation of funding 	
IP4	<p>Project and risk governance assurance arrangements</p> <p>If a robust assurance framework is not put in place to in respect of project assurance, including detailing roles and responsibilities of various stakeholders (eg Cabinet, Scrutiny, ARAC, partners, IB, etc) then the council may be unable to effectively monitor and evidence the improvement required.</p>	6 Green	6 Green	3 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Terms of Reference for Improvement Plan Review Meeting in place • Governance approach included within Council report 07/06/22 • Risk identification has taken place • Agreement for Grant Thornton, LGA and CIPFA to review progress regularly • Improvement Plan Risk Register in place • Terms of Reference for internal Improvement Plan Review Meeting updated to reflect government intervention, single Improvement Plan and assurance framework including role of Scrutiny and Audit Committees. • Roles of Cabinet, Scrutiny and Audit agreed with Chairs 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
						<ul style="list-style-type: none"> Quarterly reports to Cabinet, Audit and Scrutiny presented in September. <p>Further Actions</p> <ul style="list-style-type: none"> Quarterly Reports to Scrutiny, Audit and Cabinet in December 2022 Review update visits by CIPFA arranged for November 2022 Quarterly Report to Scrutiny to focus on Culture Theme and provide assurance on council's approach to engaging 'hard to reach' staff Review update visits by GT and LGA in September/October 2022 	
IP5	<p>Communication Strategy</p> <p>If a robust communications strategy is not put in place detailing how, when and what information is shared with the various internal and external stakeholders, then not everyone will be aware of their respective roles and responsibilities for delivering the improvement plan and effective service delivery. In addition, the DLUHC may lose confidence in the council's ability to improve resulting in extended/ additional intervention.</p>	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Communications Approach set out in Improvement Plan approved by Council 07/06/22 Key messages document for stakeholders in place Regular PMO/Communications meetings to ensure key messages are embedded within internal and external communications <p>Further Actions</p> <ul style="list-style-type: none"> Communications plan prepared including specific activities e.g. Live event, Improvement Plan briefings Communication with stakeholders to share details of Improvement Plan All staff briefing in November with update on IP 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
IP6	<p>Investment and Financial Resources</p> <p>If sufficient/ additional financial resources are not made available, and the IP is expected to be delivered from existing budgets then the IP may not be delivered within the necessary timescales or to scope.</p>	12 (Red)	8 (Amber)	8 (Amber)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Resource gaps / pressures associated with actions within the Improvement Plan identified Council on 07/06/22 approved use of Improvement & Capacity Reserve and 2021/22 underspend allocated to Improvement Plan actions Resource issues and risks associated with the Improvement Plan reviewed monthly by Leadership Team Appointment of interim corporate transformation capacity to establish programme and project management governance arrangements, as well as moving forward key transformational activity Regular monitoring of improvement plan is in place and key milestones are being delivered <p>Further Actions</p> <ul style="list-style-type: none"> Recruitment to posts following allocation of funding Review resource allocation to deliver the Improvement Plan and determine if there are any gaps Identify additional resources or reprioritise activity following identification of resource gaps 	
IP7	<p>Organisational Culture</p> <p>If the organisational culture does not change including improvement of member and officer relationships and political relationships, then this will impact the delivery of the IP objectives and the timescales within which delivery is</p>	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Specific theme in place within Improvement Plan Corporate Governance Theme timescales revised to allow for additional engagement activity around Corporate Governance changes 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
	achieved and may result in extended government intervention.					<ul style="list-style-type: none"> Regular meetings in place between senior members and officers to develop positive working relationships and information sharing LGA training on officer/member relationships delivered in September 2022. External consultant engaged to support development of desired values and behaviours, providing independent facilitation Employee Engagement Survey results disseminated and discussed at DMTs and team meetings - action plans developed and monitored at LT <p>Further Actions</p> <ul style="list-style-type: none"> Actions agreed for organisational culture theme following outcome of staff listening groups External Reviews to provide assurance 	
IP8	<p>Impact of Covid 19 on the Project Resources</p> <p>If there is a continued impact of Covid 19 on resource availability, then this will impact the programme delivery plan.</p>	6 (Green)	6 (Green)	3 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> PMO resourcing in place from within Service Improvement Resource gaps / pressures associated with actions within the Improvement Plan are being identified Regular monitoring of improvement plan is in place and key milestones are being delivered <p>Further Actions</p> <ul style="list-style-type: none"> Single dependencies to be identified within resourcing plan 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
IP9	<p>Constitutional Changes If key governance documents and procedures (such as the Financial Regulations, Land and Asset Disposal Policy, Procurement and Contract Procedure Rules, Scheme of Delegation, Code of Corporate Governance, etc) are not reviewed and updated to reflect the changes required then foundations for change will not be in place and progress will be limited.</p>	9 (Amber)	9 (Amber)	3 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Key corporate Governance Documents are being reviewed and are scheduled for approval in July 2022 and Autumn 2022 Engagement with Constitutional Working Group established as part of changes to governance arrangements Alignment of workstream with organisational culture theme through Officer participation Land and Asset Disposal Policy, Procurement & Contract Procedure Rules and Key Decision Thresholds approved by Council in July 2022 <p>Further Actions</p> <ul style="list-style-type: none"> Continued engagement with Members around proposed changes Approval of Corporate Governance Changes (including Scheme of Delegation and Financial Regulations) 	
IP10	<p>Performance Management Framework (PMF) and Data Quality If a robust PMF is not put in place and appropriate quality data captured then the council will be unable to effectively monitor and evidence improvement, delivery of the Improvement Plan and delivery of the Corporate Plan resulting in a failure to achieve the Council's objectives.</p>	12 (Red)	12 (Red)	8 (amber)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Performance Management Framework approved in April 2022 Evidence of success outlined within each of the Improvement Plan themes focusing on outcomes for each theme Improvement Plan Monitoring approach approved by Council and regular monitoring in place Resources approved by Council to address staffing resources required to sustain PMF 2022/23 Quarter 1 Corporate Performance Report presented to Cabinet in September 2022 and Scrutiny in October 2022 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
						<ul style="list-style-type: none"> Residents Survey and Budget Consultation exercise conducted in Summer 2022 to feed into PMF and 2023/24 service and financial planning Process in place for monthly and quarterly monitoring at corporate level <p>Further Actions</p> <ul style="list-style-type: none"> Evidence framework to be produced to support IP Agree corporate approach to consultation and engagement with residents, including regular residents survey. Report to Leadership Team due end November 2022 Recruitment to dedicated Corporate Performance Management posts 2022/23 Q2 Corporate Performance Report to include data on wider range of KPIs within the Corporate Plan PMF Development of customer experience metrics as part of Customer Journey Transformation Programme Performance Management System options appraisal and procurement to provide capability for performance management 	
IP11	<p>Continued focus and resources allocated to historic issues</p> <p>If the council does not focus on the Improvement plan and corporate plan priorities and continues to focus and allocate resources on historic issues, then this will impact the timely delivery of both the Improvement Plan and Corporate Plan.</p>	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Improvement Plan contains activity to be concluded, and lessons learnt embedding from historic issues Cabinet and Leadership Team approach to historic issues Regular monitoring of improvement plan is in place Progress on GT recommendations specifically related to the proper functioning of Scrutiny and Audit Committees. 	

Risk Ref	Risk Title and Description	Previous Risk Score (Jul 22)	Current Risk Score (Oct 22)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)	Key Sources of Assurance
						Further Actions <ul style="list-style-type: none"> Grant Thornton review of progress against historical issues Lessons learnt framework to be introduced as part of continuous improvement plan. Lessons learnt to be collated relating to historic issues and shared across organisation 	
IP12	Risk approach and progress monitoring (optimism bias): If the approach taken to risk scoring and/or progress monitoring against the delivery plans is unrealistic (e.g. being overly optimistic around progress and timescales or likelihood and severity of a risk) then there will be a failure to appropriately manage the programme and a loss of confidence in its delivery.	9 (Amber)	9 (Amber)	6 (Green)	↔	Current and Ongoing Controls <ul style="list-style-type: none"> Corporate risk scoring definitions applied Definition in place for progress monitoring Red/Amber/Green progress monitoring for Improvement Plan Roles of Scrutiny and Audit confirmed Reports to Scrutiny and Audit Committees presented in September 2022 PMO reviewed use of RAG ratings for consistency and to ensure that progress monitoring is presenting a realistic view and reflecting risk associated with actions as well as progress against plans (September 2022). Further Actions <ul style="list-style-type: none"> External Reviews to provide assurance 	

October All change control									
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	If date change is required		Change/ Impact of change (incl. any dependencies)/ Reason for change
							Change date from	Change date to	
27	Decision Making	DM.B1.4	Revised Council Procedure Rules	Director - Law and Governance	8/15/2022 Updated 24/10/22	Change to delivery timescales (actions and milestones)	Jul-22	Nov-22	This item was missed from the July Change Control approvals and should have been put forward as a date change to October 2022. Further impacted by by-election, so revised end date is November 2022.
28	Partnership & Relationships	PR.C1.3	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities	Director - Adult Social Care	18/08/2022	Change of Delivery Lead(s)	N/A	N/A	Director of Adult Services requested that lead director be changed to Director of Public Health. Discussed and agreed with Director of Public Health on 18.8.22
29	Partnership & Relationships	PR.C1.4	Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives	Director - Adult Social Care	18/08/2033	Change of Delivery Lead(s)	N/A	N/A	Director of Adult Services requested that lead director be changed to Director of Public Health. Discussed and agreed with Director of Public Health on 18.8.22
30	Procurement & Commercial	PC.A4.1	Recovery Plan approved by Waste Management Board	Director - Borough Economy	25/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Resubmission to October waste Board is required due to further comments made on integrated street cleansing recovery plan within Service Delivery Plan
31	Corporate Oversight	CO.D2.4	KPIs and standards developed for financial services section	Director- Finance	16/09/2022	Change to delivery timescales (actions and milestones)	Aug-22	Oct-22	Some KPI's have been developed but these will be reviewed once Budget Holder survey is completed and results analysed. Likely to be in place by October.
32	Strategic Decision	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	16/09/2022	Changes to objectives and deliverables	N/A	N/A	on hold - pending community hubs model. A revised set of actions will be required for this workstream (to be considered at next change control).
33	Partnership & Relationships	PR.D1.1	Corporate review of grant funding	Director- Housing	16/09/2022	Add - New Sub Actions	N/A	N/A	Revised set of actions will be required within next change control
34	Decision Making	DMA1.2	Council Decision to Implement 4-yearly election cycle	Director- Law & Governance	10/04/2022	Change to delivery timescales (actions and milestones)	N/a	November	Accurate monitoring of progress by date being included
35	Corporate Oversight	CO.B2.0	Single Improvement Plan Phase 2	Leadership Team	10/10/2022	Change to delivery timescales (actions and milestones)	June 22 - Jan 23	Start Dec 22 - March 23 for Council approval alongside quarterly monitoring	Phase 2 Plan to be informed by findings of External Reviews and SoS letter
36	Corporate Oversight	CO.C2.0	Budget Monitoring	Director- Finance	17/10/22	Add- New Assurance Action			Assurance Actions required to ensure approach embedded and that any issues are being addressed. Proposed actions: CO.C2.4 and CO.C2.5 (Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny; and Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)
37	Corporate Oversight	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	17/10/22	Change to delivery timescales (actions and milestones)			Slippage in delivery. Due to be completed in October, and therefore change control may not be required.
38	Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct-22	01-Dec	Review underway but significant piece of work covering multiple teams so completion date now December 2022.

October All change control									
							If date change is required		
39	Corporate Oversight	CO.D2.5	Embed Finance Business Partner Role	Director- Finance	17/10/22	Add- New Assurance Action		Quarterly monitoring	Assurance action required to ensure that Business Partner Role is having a positive impact. Assurance Action: Performance against KPIs for financial services section - quarterly comment
40	Corporate Oversight	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges	Director- Finance	17/10/22	Change to delivery timescales (actions and milestones)	Start date from Aug 22. End date from Oct 22	Start date to: Oct 22 End Date to: TBC	Report not yet received from CIPFa.
41	Corporate Oversight	CO.D4.4	Resolve issues relating to completion and sign-off of accounts	Director- Finance	17/10/22	Add- New Assurance Action	Dates to be populated		Assurance that work undertaken to prepare for completion of accounts has helped resolve issues raised by GT. Assurance action proposed: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)
42	Corporate Oversight	CO.D4.5	Resolve issues relating to completion and sign-off of accounts	Director- Finance	17/10/22	Add- New Assurance Action	Dates to be populated		Assurance that processes for completion of accounts are becoming embedded. Assurance action proposed: Preparation of Draft Accounts for 2021/2022
43	Corporate Oversight	CO.D4.6	Resolve issues relating to completion and sign-off of accounts	Director- Finance	17/10/22	Add- New Assurance Action	Dates to be populated		Assurance that any new issues raised are resolved. Assurance action proposed: GT sign-off of 2021/22 Accounts
44	Strategic Decision	SD.D1.1	Review concluded: Review of MTFP	Director- Finance	17/10/22	Change to delivery timescales (actions and milestones)	October 2022	Nov 2022	Later Cabinet Date due to by-election
45	Strategic Decision	SD.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	17/10/22	Change to delivery timescales (actions and milestones)	Oct 2022	Nov 2022	Later Cabinet Date due to by-election
46	Strategic Decision	SD.D1.3	Approval of MTFP and Capital Strategy	Director- Finance	17/10/22	Add- New Assurance Action	Feb-23	and annually thereafter	Assurance action proposed: Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP
47	Strategic Decision	SD.D1.4	Approval of MTFP and Capital Strategy	Director- Finance	17/10/22	Add- New Assurance Action	October 2023	and annually thereafter	Assurance action proposed: MTFP and Capital Strategy refreshed and approved in October each year
48	Strategic Decision	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	17/10/22	Change to delivery timescales (actions and milestones)	Autumn 2022	Mar-23	Autumn date captures how consultation is used to inform MTFP. The consideration of the outcomes also need to be reflected in the Spring budget setting report
49	Strategic Decision	SD.E2.4	Public Consultation	Director - Business Strategy and Change	17/10/22	Add - New Sub Actions			New action to ensure surveys are resourced and repeated so that they become an embedded part of the strategic planning framework 'Proposal agreed for the future of resident consultation and engagement'
50	Strategic Decision	SD.E2.5	Public Consultation	Director - Business Strategy and Change	17/10/22	Add - New Sub Actions			New action to reflect focus group work following survey responses: 'Focus Groups held'
51	Organisational Culture	OCA1.3	Approval of document setting out the desired organisational culture	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Autumn 2022	Jan-23	Additional time for Lshp Team to comment on first draft (which will be presented in November) and refine.
52	Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved	Director - Business Strategy and Change	17/10/22	Change to action description			Action wording to change from 'Organisational Development Strategy' to 'Workforce Strategy approved'
53	Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: tbc End: 2022	Start: Dec 2022 End: March 2023	Action dependent on establishing desired organisational culture which is proposed through change control to be re-profiled to January completion.

October All change control									
							If date change is required		
54	Organisational Culture	OC.B1.3	Effective decision-making training	Director - Law and Governance	19/10/22	Change to delivery timescales (actions and milestones)	Sep-22	Dec-22	Slippage in delivery of effective decision making training linked to the constitutional approvals being presented to Council in November.
55	Organisational Culture	OC.B1.7	Delivery of Directorship and Trusteeship Training	Director - Law and Governance	19/10/22	Add - New Sub Actions			New action required to reflect delivery of training. Existing action relates to procurement of training provider.
56	Organisational Culture	OC.B2.1	Management Development Programme Designed	Director - Business Strategy and Change	17/10/22	Change to action description			Action wording to change to 'Management and Development Programme Scope, Content and Budget agreed'
57	Organisational Culture	OC.B2.1	Management Development Programme Designed	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: Aug 2022 End: Dec 2022	Start: Oct 2022 End: April 2023	Broader management development programme needs to align to the Workforce Strategy (due for approval March 2023)
58	Organisational Culture	OC.B2.4	Management Development Programme Delivery	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: 2023 End: 2023	Start: April 2023 End: TBC	Provide a firmer start date. Was expressed as 2023.
59	Corporate Oversight	CO.D5.0				Add - New Main Action			Addition of New Workstream to reflect priority of Customer First and Customer Experience
60		OC.C1.1							
61	Partnership & Relationships	PRC1.1	Partnership structures in relation to transition from children's to adults in place	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	in place	December	To reflect that sub-actions are being developed
62	Partnership & Relationships	PR.C1.6	Effective local structures: System-wide deep dives	Director - Adult Social Care	20/10/22	Add- New Assurance Action			To reflect that governance in place through HWB and Health Outcomes Framework. 'Receive a quarterly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership'
63	Strategic Decision	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board	Director- Children and Education	27/10/2022	Add- New Assurance Action			New assurance action proposed: Early Help Strategy to be reviewed annually at the early help partnership board- SD April 23 and annually
64	Strategic Decision	SD.A8.3	Parenting Strategy - yearly assurances provided to the Corporate Parenting Board	Director- Children and Education	27/10/2022	Add- New Assurance Action			New assurance action proposed: Corporate Parenting Strategy - yearly assurances provided to the Corporate Parenting Board. SD- Sept 23 and annually
65	Procurement & Commercial	PC.B3.0	Procurement of 2024 SEND Transport Contract	Director- Children and Education	20/10/22	Add- New Main Action			New main action- Procurement of 2024 SEND Transport Contract . SD Nov 22 ED Sept 24
66	Procurement & Commercial	PC.B3.1	Leadership review of lessons learnt from SEND 2	Director- Children and Education	20/10/22	Add - New Sub Actions			Leadership review of lessons learnt from SEND 2- Nov 22
67	Procurement & Commercial	PC.B3.2	Mobilise project team and establish project governance	Director- Children and Education	20/10/22	Add - New Sub Actions			Mobilise project team and establish project governance
68	Procurement & Commercial	PC.B3.3	Commence Procurement	Director- Children and Education	20/10/22	Add - New Sub Actions			Commence Procurement. sd- Spring 23
69	Partnership & Relationships	PR.A1.2	KPI Suite reviewed	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Summer 22	22-Dec	This forms part of the contract review for implementation on 1.4.23. KPI Suite review due to be complete by December .
70	Partnership & Relationships	PR.A1.3	Revised KPI suite agreed	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Summer 22	22-Dec	KPI suite will be agreed in December 22 for implmentation on 1/4/23
71	Partnership & Relationships	PR.A1.4	Review of Contract concludes	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Autumn 22	22-Dec	The revised contract will commence on 1.4.23. Negotiations have commenced between the Council and the Trust and both parties have shared responses to the contract review. The Contract Sum negotiations commenced 26.9.22.

October All change control									
							If date change is required		
72	Partnership & Relationships	PR.A1.5	Contract Review with DfE	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	22-Nov	Spring 23	Change control to be put forward to adjust due date, as able to be flexible now Ofsted inspection has happened and do not propose to evoke the break clause.
73	Partnership & Relationships	PR.A1.6	Contract commences	Director- Children and Education	20/10/22	Add - New Sub Actions	n/a	n/a	Contract commences SD- april 23 ED april 23
74	Partnership & Relationships	PR.A1.7	New KPIs reported through PMF	Director- Children and Education	20/10/22	Add - New Sub Actions			New KPIs reported through PMF SD aug 23- ED Sept 23
75	Partnership & Relationships	PR.A2.3	Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.	Director- Children and Education	20/10/22	Add- New Assurance Action			Assurance action proposed: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.
76	Partnership & Relationships	PR.A3.3	Twice yearly performance reports tabled at Children and Education Scrutiny Board	Director- Children and Education	20/10/22	Add- New Assurance Action			Assurance action proposed: Twice yearly performance reports tabled at Children and Education Scrutiny Board SD April 23- every 6 months (oct)
77	Partnership & Relationships	PR.C1.2 b	To broaden scope of partnership structures to explore the integration of adult services where appropriate	Director- Children and Education	20/10/22	Add - New Sub Actions			To broaden scope of partnership structures to explore the integration of adult services where appropriate- April 23 date
78	Decision Making	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	17/10/22	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22	By-election has led to date being pushed back for Council
79	Decision Making	DM.C1.1	Review of scrutiny arrangements	Director- Law & Governance	17/10/22	Change to delivery timescales (actions and milestones)	22-Oct	22-Nov	By-election has led to date being pushed back for Council
80	Organisational Culture	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	May-22	Nov-22	Delay to diarising meetings with the Whips
81	Organisational Culture	OC.C2.0	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Director- Finance	27/10/2022	Closure of Main Action			Star Chambers all completed by 28th September. Approach will be used for future budget setting.
82	Organisational Culture	OC.C4.0	Ward and Casework Management	Director- Law & Governance	27/10/2022	Closure of Main Action			Main action to be incorporated within the new workstream focusing on customer experience main action to be closed.
83	Organisational Culture	OC.D1.0	Deliver Member Development Programme including Finance Training Programme	Director- Law & Governance	27/10/2022	Closure of Main Action			This has moved into regular business of the Ethical Standards and Member Development Committee. They review the MDP. Immediate requirements have been met for the purposes of the IP. ES&MDC review on a regular basis.
84	Organisational Culture	OC.D2.2	Effective decision-making training	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Dec-22	Being prepared for Nov/Dec linked to Council date slippage to Nov. Centre for Governance and Scrutiny are providing training in Nov.
85	Organisational Culture	OC.D2.5	Annual Refresher and inclusion in new Member induction	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Start : sep 22 End: Nov 22	Start: March 23 End:Summer 23	This action will commence in line with annual refresher of MDP. Change control- Change to Start: March 2023 for delivery following Annual Council: Summer 2023
86	Organisational Culture	OC.F1.0	Actions to respond to employee survey outcomes to be identified and embedded in improvement plan	Director - Business Strategy and Change	27/10/2022	Closure of Main Action			Main action to close and new main action will be added to Coporate Oversight- IP workstream.
87	Organisational Culture	OC.E1.0	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Director- Law & Governance	27/10/2022	Closure of Main Action			Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Approach to action has been different to how drafted. Attendance records and engagement with training help demonstrate that message has been delivered.

October All change control									
							If date change is required		
88	Organisational Culture	OC.E2.1	Add new action: Internal comms channels used to deliver comms messages on an ongoing basis including: - All staff briefing - Team Talk Leadership Updates - Member bulletin - Director live events - Bostin People e-bulletin	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
89	Organisational Culture	OC.E2.2	Add new action: Chief Executive's 100 day Comms Plan launched	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
90	Organisational Culture	OC.E2.3	Add new action: Develop proposal for all staff conference	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
91	Organisational Culture	OC.E2.4	Add new action: Formal Employee Recognition Scheme - approach and resources identified	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
92	Organisational Culture	OC.E2.5	Add new action: Continuous feedback on effectiveness of internal comms	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
93	Corporate Oversight	CO.B1.4	New Action Added: Ongoing Monitoring of Improvement Plan (Monthly Monitoring by Leadership Team, Quarterly Monitoring by Cabinet, ARAC regular review of IP and IP Risk Register, Scrutiny regular review of IP)	Leadership team	27/10/2022	Add - New Sub Actions			
94	Corporate Oversight	CO.B1.5	New Action Added: 6 monthly report to Secretary of State	Leadership team	27/10/2022	Add - New Sub Actions			
95	Corporate Oversight	CO.B1.6	New main action: Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team	Leadership team	27/10/2022	Add- New Main Action			
96	Corporate Oversight	CO.C1.3	New Action Added: Quarterly Performance Reports made to Cabinet	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
97	Corporate Oversight	CO.C1.4	New Action Added: Review Corporate KPIs for organisational health to reflect workforce strategy	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
98	Corporate Oversight	CO.C1.5	New Action Added: Review Corporate KPIs for customer experience to reflect customer experience programme	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
99	Corporate Oversight	CO.C2.4	New Assurance action Added: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny	Director- Finance	27/10/2022	Add- New Assurance Action			
100	Corporate Oversight	CO.C2.5	New assurance action added: Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)	Director- Finance	27/10/2022	Add- New Assurance Action			

October All change control									
							If date change is required		
101	Corporate Oversight	Co.D1.2	New action: Review of spans and layers across Council's managerial structures in line with LGA Guidance (likely to be incorporated within Target Operating Model Programme in due course)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
102	Corporate Oversight	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Nov-22	Slight slippage due to delay in interim resources starting.
103	Corporate Oversight	CO.D4.4	New assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	Director- Finance	27/10/2022	Add- New Assurance Action			one of milestone
104	Corporate Oversight	CO.D4.5	New assurance Action: Preparation of Draft Accounts for 2021/2022 (assurance that approach to completion and sign-off of final accounts is becoming embedded)	Director- Finance	27/10/2022	Add- New Assurance Action			one of milestone
105	Corporate Oversight	CO.E1.4	Programme and Project Management System Implementation	Director - Business Strategy and Change	27/10/2022	Change to delivery timescales (actions and milestones)	Late 22	Feb-23	Further exploration needed with a view to a pilot. End Date to be adjusted to Feb 2023 for implementation.
106	Corporate Oversight	CO.F5.0	Add new Main Action: Customer Journey Programme	Director - Business Strategy and Change	27/10/2022	Add- New Main Action			
107	Corporate Oversight	CO.F5.1	Add new action: Structure and Governance for Customer Experience Programme approved	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
108	Corporate Oversight	CO.F5.2	Add new action: Workstream Plans agreed (timeline, cost and resource) for 5 workstreams (fix the backlog, fix the OSS, customer experience strategy, contact centre/community hubs approach, technology)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
109	Corporate Oversight	CO.F5.3	Add new action: Programme board in place (first programme board to involve ToR, scope of workstreams, nominations for resources for each workstream, and high level milestones)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
110	Strategic Decision	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director-Regeneration and Growth	27/10/2022	Add- New Assurance Action			Change actino to an assurance action to be monitred on a 6 montly basis
111	Strategic Decision	SD.A2.11	Corporate Asset Management Strategy Approved	Director-Regeneration and Growth	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Nov-22	Delay due to by-election
112	Strategic Decision	SD.A5.1	Commercial Strategy Approved	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct	??	
113	Strategic Decision	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)			
114	Strategic Decision	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board	Director- Children and Education	27/10/2022	Add- New Assurance Action			
115	Strategic Decision	SD.A8.3	Corporate Parenting Strategy - yearly assurances provided to the Corporate Parenting Board	Director- Children and Education	27/10/2022	Add- New Assurance Action			

October All change control									
							If date change is required		
116	Strategic Decision	SD.B1.9	Review of Council EDI decision making process	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Autumn 22	Autumn 23	
117	Strategic Decision	SD.B1.10	Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Autumn 22	Autumn 23	
118	Strategic Decision	SD.B1.11	Embed equalities, diversity and inclusion within Member and Officer Development Programmes	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Early 23	Mar-24	
119	Strategic Decision	SD.C1.0	Developing a model for locality working	Director- Housing	27/10/2022	Closure of Main Action			Closure of main action to incorporate in to 'Customer Journey Programme'
120	Strategic Decision	SD.C1.3	Customer Access Strategy Development Commences	Director- Housing	27/10/2022	Add- New Main Action			Action to become main action SD.F1.0 within Customer Journey Workstream 'Customer Journey Strategy Approved'
121	Strategic Decision	SD.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Autumn 22	Nov-22	date change due to by-election
122	Strategic Decision	SD.D1.3	New Assurance Action (strategy implemented through budget plans): Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP	Director- Finance	27/10/2022	Add- New Assurance Action			
123	Strategic Decision	SD.D1.4	New Assurance Action (embedding the approach): MTFP and Capital Strategy refreshed and approved in October each year	Director- Finance	27/10/2022	Add- New Assurance Action			
124	Strategic Decision	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Autumn 22	Feb-23	Date change to reflect Feb 2023 Budget Report needing to reflect consideration of consultation outcomes
125	Strategic Decision	SD.E2.4	New action: Proposal approved for the next phase of resident consultation and engagement and budget consultation	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
126	Strategic Decision	SD.E2.5	New action: Focus Groups held to explore responses to key areas raised in Residents Survey, Shape survey and budget consultation.	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions			
127	Strategic Decision	SD.F1.0	New Main Action: Customer Journey Strategy	Director - Business Strategy and Change	27/10/2022	Add- New Main Action			
128	Decision Making	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Dec-22	Training will take place Nov/Dec. Change control to amend delivery date to December 2022.
129	Decision Making	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct-22	Dec-22	The remaining areas of the Fin Regs that need reviewing will slip to December Council. As the key changes have already been approved the risk/impact of the slippage on the outstanding bits is very low.
130	Decision Making	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22	Due at November Council (slippage due to change of date for Council)
131	Decision Making	DM.B2.0	Refresh existing arrangements for arms-length companies	Director- Law & Governance	27/10/2022	Closure of Main Action			Workstream closure - only one is SCT and covered with contract mgmt
132	Decision Making	DM.C1.1	Review of scrutiny arrangements	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22	Slippage due to by-election. Scrutiny Review was approved by scrutiny in September. Report due to Council in November.
133	Decision Making	DM.C4.0	ARAC report and recommendations in relation to SEND Transport	Director- Law & Governance	27/10/2022	Closure of Main Action			closed on basis that recommendations fulfilled through procurement and contracts that went live in Sep. Workstream is also contained within procurement and commercial for ongoing milestones for next procurement

Change to Action Description							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
32	Strategic Decision	SD.C1.2	Pilot of Town Co-ordinator role commences	Director Housing	16/09/2022	Changes to objectives and deliverables	on hold - pending community hubs model. A revised set of actions will be required for this workstream (to be considered at next change control).
52	Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved	Director - Business Strategy and Change	17/10/22	Change to action description	Action wording to change from 'Organisational Development Strategy' to 'Workforce Strategy approved'
56	Organisational Culture	OC.B2.1	Management Development Programme Designed	Director - Business Strategy and Change	17/10/22	Change to action description	Action wording to change to 'Management and Development Programme Scope, Content and Budget agreed'

Change to Delivery Date									
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change date from	Change date to	Change/ Impact of change (incl. any dependencies)/ Reason for change
27	Decision Making	DM.B1.4	Revised Council Procedure Rules	Director Law and Governance	8/15/2022 Updated 24/10/22	Change to delivery timescales (actions and milestones)	Jul-22	Nov-22	This item was missed from the July Change Control approvals and should have been put forward as a date change to October 2022. Further impacted by by-election, so revised end date is November 2022.
30	Procurement & Commercial	PC.A4.1	Recovery Plan approved by Waste Management Board	Director Borough Economy	25/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Resubmission to October waste Board is required due to further comments made on integrated street cleansing recovery plan within Service Delivery Plan
31	Corporate Oversight	CO.D2.4	KPIs and standards developed for financial services section	Director Finance	16/09/2022	Change to delivery timescales (actions and milestones)	Aug-22	Oct-22	Some KPI's have been developed but these will be reviewed once Budget Holder survey is completed and results analysed. Likely to be in place by October.
34	Decision Making	DMA1.2	Council Decision to Implement 4-yearly election cycle	Director Law and Governance	10/04/2022	Change to delivery timescales (actions and milestones)	N/a	November	Accurate monitoring of progress by date being included
35	Corporate Oversight	CO.B2.0	Single Improvement Plan Phase 2	Leadership Team	10/10/2022	Change to delivery timescales (actions and milestones)	June 22 - Jan 23	Start Dec 22 March 23 for Council approval alongside quarterly monitoring	Phase 2 Plan to be informed by findings of External Reviews and SoS letter
37	Corporate Oversight	CO.D2.3	Workforce development plan implemented for financial services section	Director - Finance	17/10/22	Change to delivery timescales (actions and milestones)			Slippage in delivery. Due to be completed in October, and therefore change control may not be required.
38	Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct-22	01-Dec	Review underway but significant piece of work covering multiple teams so completion date now December 2022.
40	Corporate Oversight	CO.D3.5	Implementation of Recommendations from CIP	Director - Finance	17/10/22	Change to delivery timescales (actions and milestones)	Start date from Aug 22. End date from Oct 22	Start date to: Oct 22 End Date to: TBC	Report not yet received from CIPFa.
44	Strategic Decision	SD.D1.1	Review concluded: Review of MTFP	Director - Finance	17/10/22	Change to delivery timescales (actions and milestones)	October 2022	Nov 2022	Later Cabinet Date due to by-election
45	Strategic Decision	SD.D1.2	Approval of MTFP and Capital Strategy	Director - Finance	17/10/22	Change to delivery timescales (actions and milestones)	Oct 2022	Nov 2022	Later Cabinet Date due to by-election
48	Strategic Decision	SD.E1.3	Public Consultation outcomes inform budget set	Director - Finance	17/10/22	Change to delivery timescales (actions and milestones)	Autumn 2022	Mar-23	Autumn date captures how consultation is used to inform MTFP. The consideration of the outcomes also need to be reflected in the Spring budget setting report
51	Organisational Culture	OCA1.3	Approval of document setting out the desired organisational culture	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Autumn 2022	Jan-23	Additional time for Lshp Team to comment on first draft (which will be presented in November) and refine.
53	Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: tbc End: 2022	Start: Dec 2022 End: March 2023	Action dependent on establishing desired organisational culture which is proposed through change control to be re-profiled to January completion.
54	Organisational Culture	OC.B1.3	Effective decision-making training	Director - Law and Governance	19/10/22	Change to delivery timescales (actions and milestones)	Sep-22	Dec-22	Slippage in delivery of effective decision making training linked to the constitutional approvals being presented to Council in November.

Change to Delivery Date										
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	If date change is required please state from and to	Change date from	Change date to	Change/ Impact of change (incl. any dependencies)/ Reason for change
57	Organisational Culture	OC.B2.1	Management Development Programme Designed	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: Aug 2022 End: Dec 2022	Start: Oct 2022 End: April 2023		Broader management development programme needs to align to the Workforce Strategy (due for approval March 2023)
58	Organisational Culture	OC.B2.4	Management Development Programme Delivery	Director - Business Strategy and Change	17/10/22	Change to delivery timescales (actions and milestones)	Start: 2023 End: 2023	Start: April 2023 End: TBC		Provide a firmer start date. Was expressed as 2023.
61	Partnership & Relationships	PRC1.1	Partnership structures in relation to transition from children's to adults in place	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	in place	December		To reflect that sub-actions are being developed
69	Partnership & Relationships	PR.A1.2	KPI Suite reviewed	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Summer 22	22-Dec		This forms part of the contract review for implementation on 1.4.23. KPI Suite review due to be complete by December .
70	Partnership & Relationships	PR.A1.3	Revised KPI suite agreed	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Summer 22	22-Dec		KPI suite will be agreed in December 22 for implementation on 1/4/23
71	Partnership & Relationships	PR.A1.4	Review of Contract concludes	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	Autumn 22	22-Dec		The revised contract will commence on 1.4.23. Negotiations have commenced between the Council and the Trust and both parties have shared responses to the contract review. The Contract Sum negotiations commenced 26.9.22.
72	Partnership & Relationships	PR.A1.5	Contract Review with DfE	Director- Children and Education	20/10/22	Change to delivery timescales (actions and milestones)	22-Nov	Spring 23		Change control to be put forward to adjust due date, as able to be flexible now Ofsted inspection has happened and do not propose to evoke the break clause.
78	Decision Making	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	17/10/22	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22		By-election has led to date being pushed back for Council
79	Decision Making	DM.C1.1	Review of scrutiny arrangements	Director- Law & Governance	17/10/22	Change to delivery timescales (actions and milestones)	22-Oct	Nov-22		By-election has led to date being pushed back for Council
80	Organisational Culture	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	May-22	Nov-22		Delay to diarising meetings with the Whips
84	Organisational Culture	OC.D2.2	Effective decision-making training	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Dec-22		Being prepared for Nov/Dec linked to Council date slippage to Nov. Centre for Governance and Scrutiny are providing training in Nov.
85	Organisational Culture	OC.D2.5	Annual Refresher and inclusion in new Member induction	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Start : sep 22 End: Nov 22	Start: March 23 End:Summer 23		This action will commence in line with annual refresher of MDP. Change control- Change to Start: March 2023 for delivery following Annual Council: Summer 2023
102	Corporate Oversight	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Nov-22		Slight slippage due to delay in interim resources starting.
105	Corporate Oversight	CO.E1.4	Programme and Project Management System	Director- Business Strategy & Change	27/10/2022	Change to delivery timescales (actions and milestones)	Late 22	Feb-23		Further exploration needed with a view to a pilot. End Date to be adjusted to Feb 2023 for implementation.
111	Strategic Decision	SD.A2.11	Corporate Asset Management Strategy Approved	Director- Regeneration and Growth	27/10/2022	Change to delivery timescales (actions and milestones)	Sep-22	Nov-22		Delay due to by-election
112	Strategic Decision	SD.A5.1	Commercial Strategy Approved	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)	Oct	tbc		
113	Strategic Decision	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)		tbc		
116	Strategic Decision	SD.B1.9	Review of Council EDI decision making process	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)	Autumn 22	Autumn 23		

Change to Delivery Date										
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	If date change is required please state from and to	Change date from	Change date to	Change/ Impact of change (incl. any dependencies)/ Reason for change
117	Strategic Decision	SD.B1.10	Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Autumn 22	Autumn 23	
118	Strategic Decision	SD.B1.11	Embed equalities, diversity and inclusion within Member and Officer Development Programmes	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Early 23	Mar-24	
121	Strategic Decision	SD.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)		Autumn 22	Nov-22	date change due to by-election
124	Strategic Decision	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)		Autumn 22	Nov-22	Date change to reflect Feb 2023 Budget Report needing to reflect consideration of consultation outcomes
128	Decision Making	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Sep-22	Dec-22	Training will take place Nov/Dec. Change control to amend delivery date to December 2022.
129	Decision Making	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Oct-22	Dec-22	The remaining areas of the Fin Regs that need reviewing will slip to December Council. As the key changes have already been approved the risk/impact of the slippage on the outstanding bits is very low.
130	Decision Making	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Oct-22	Nov-22	Due at November Council (slippage due to change of date for Council)
132	Decision Making	DM.C1.1	Review of scrutiny arrangements	Director- Law & Governance	27/10/2022	Change to delivery timescales (actions and milestones)		Oct-22	Nov-22	Scrutiny Review was approved by scrutiny in September. Report due to Council in November. (slippage due to by-election)
139	Procurement & Commercial	PC.B1.6	Contract Monitoring Arrangements in Place	Director- Finance	27/10/2022	Change to delivery timescales (actions and milestones)		Sep-22	Jan-23	Contracts are being monitored. Contract monitoring arrangements to be confirmed in Jan 23
144	Procurement & Commercial	PC.C1.1	Options Appraisal	"Director- Business Strategy & Change"	27/10/2022	Change to delivery timescales (actions and milestones)		Sep-22	Mar-23	Not progressed past soft market testing of performance management system- further demonstration with another provider. Size and scale of system to be considered for scope of project.

Actions Proposed for Closure							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
81	Organisational Culture	OC.C2.0	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Director- Finance	27/10/2022	Closure of Main Action	Star Chambers all completed by 28th September. Approach will be used for future budget setting.
82	Organisational Culture	OC.C4.0	Ward and Casework Management	Director- Law & Governance	27/10/2022	Closure of Main Action	Main action to be incorporated within the new workstream focusing on customer experience
83	Organisational Culture	OC.D1.0	Deliver Member Development Programme including Finance Training Programme	Director- Law & Governance	27/10/2022	Closure of Main Action	main action to be closed. This has moved into regular business of the Ethical Standards and Member Development Committee. They review the MDP. Immediate requirements have been met for the purposes of the IP. ES&MDC review on a regular basis.
86	Organisational Culture	OC.F1.0	Actions to respond to employee survey outcomes to be identified and embedded in improvement plan	Director - Business Strategy and Change	27/10/2022	Closure of Main Action	Main action to close and new main action will be added to Coporate Oversight- IP workstream.
87	Organisational Culture	OC.E1.0	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Director- Law & Governance	27/10/2022	Closure of Main Action	Comms messages have taken place and training sessions held have reinforced the messages around the relationship. Approach to action has been different to how drafted. Attendance records and engagement with training help demonstrate that message has been delivered.
119	Strategic Decision	SD.C1.0	Developing a model for locality working	Director- Housing	27/10/2022	Closure of Main Action	Closurer of main action to incopparate in to 'Customer Journey Programme'
131	Decision Making	DM.B2.0	Refresh existing arrangements for arms-length companies	Director- Law & Governance	27/10/2022	Closure of Main Action	Wokstream closure - only one is SCT and covered with contract mgmt
133	Decision Making	DM.C4.0	ARAC report and recommendations in relation to SEND Transport	Director- Law & Governance	27/10/2022	Closure of Main Action	closed on basis that recommendations fulfilled through 2022 procurement and contract go live from Sep. Ongoing actions contained within workstream within procurement and commercial

Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
33	Partnership & Relationships	PR.D1.1	Corporate review of grant funding	Director Housing	16/09/2022	Add - New Sub Actions	Revised set of actions will be required within next change control
36	Corporate Oversight	CO.C2.0	Budget Monitoring	Director - Finance	17/10/22	Add- New Assurance Action	Assurance Actions required to ensure approach embedded and that any issues are being addressed. Proposed actions: CO.C2.4 and CO.C2.5 (Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny; and Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)
39	Corporate Oversight	CO.D2.5	Embed Finance Business Partner Role	Director - Finance	17/10/22	Add- New Assurance Action	Assurance action required to ensure that Business Partner Role is having a positive impact. Assurance Action: Performance against KPIs for financial services section - quarterly comment
41	Corporate Oversight	CO.D4.4	Resolve issues relating to completion and sign-off of accounts	Director - Finance	17/10/22	Add- New Assurance Action	Assurance that work undertaken to prepare for completion of accounts has helped resolve issues raised by GT. Assurance action proposed: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)
42	Corporate Oversight	CO.D4.5	Resolve issues relating to completion and sign-off of accounts	Director - Finance	17/10/22	Add- New Assurance Action	Assurance that processes for completion of accounts are becoming embedded. Assurance action proposed: Preparation of Draft Accounts for 2021/2022
43	Corporate Oversight	CO.D4.6	Resolve issues relating to completion and sign-off of accounts	Director - Finance	17/10/22	Add- New Assurance Action	Assurance that any new issues raised are resolved. Assurance action proposed: GT sign-off of 2021/22 Accounts
46	Strategic Decision	SD.D1.3	Approval of MTFP and Capital Strategy	Director - Finance	17/10/22	Add- New Assurance Action	Assurance action proposed: Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP
47	Strategic Decision	SD.D1.4	Approval of MTFP and Capital Strategy	Director - Finance	17/10/22	Add- New Assurance Action	Assurance action proposed: MTFP and Capital Strategy refreshed and approved in October each year
49	Strategic Decision	SD.E2.4	Public Consultation	Director - Business Strategy and Change	17/10/22	Add - New Sub Actions	New action to ensure surveys are resourced and repeated so that they become an embedded part of the strategic planning framework 'Proposal agreed for the future of resident consultation and engagement'
50	Strategic Decision	SD.E2.5	Public Consultation	Director - Business Strategy and Change	17/10/22	Add - New Sub Actions	New action to reflect focus group work following survey responses: 'Focus Groups held'

Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
55	Organisational Culture	OC.B1.7	Delivery of Directorship and Trusteeship Training	Director - Law and Governance	19/10/22	Add - New Sub Actions	New action required to reflect delivery of training. Existing action relates to procurement of training provider.
62	Partnership & Relationships	PR.C1.6	Effective local structures: System-wide deep dives	Director - Adult Social Care	20/10/22	Add- New Assurance Action	To reflect that governance in place through HWB and Health Outcomes Framework. 'Receive a quarterly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership'
63	Strategic Decision	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board	Director- Children and Education	27/10/2022	Add- New Assurance Action	New assurance action proposed: Early Help Strategy to be reviewed annually at the early help partnership board- SD April 23 and annually
64	Strategic Decision	SD.A8.3	Parenting Strategy - yearly assurances provided to the Corporate Parenting Board	Director- Children and Education	27/10/2022	Add- New Assurance Action	New assurance action proposed: Corporate Parenting Strategy - yearly assurances provided to the Corporate Parenting Board. SD- Sept 23 and annually
65	Procurement & Commercial	PC.B3.0	Procurement of 2024 SEND Transport Contract	Director- Children and Education	20/10/22	Add- New Main Action	New main action- Procurement of 2024 SEND Transport Contract . SD Nov 22 ED Sept 24
66	Procurement & Commercial	PC.B3.1	Leadership review of lessons learnt from SEND 2	Director- Children and Education	20/10/22	Add - New Sub Actions	Leadership review of lessons learnt from SEND 2- Nov 22
67	Procurement & Commercial	PC.B3.2	Mobilise project team and establish project governance	Director- Children and Education	20/10/22	Add - New Sub Actions	Mobilise project team and establish project governance
68	Procurement & Commercial	PC.B3.3	Commence Procurement	Director- Children and Education	20/10/22	Add - New Sub Actions	Commence Procurement. sd- Spring 23
73	Partnership & Relationships	PR.A1.6	Contract commences	Director- Children and Education	20/10/22	Add - New Sub Actions	Contract commences SD- april 23 ED april 23
74	Partnership & Relationships	PR.A1.7	New KPIs reported through PMF	Director- Children and Education	20/10/22	Add - New Sub Actions	New KPIs reported through PMF SD aug 23- ED Sept 23
75	Partnership & Relationships	PR.A2.3	Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.	Director- Children and Education	20/10/22	Add- New Assurance Action	Assurance action proposed: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.
76	Partnership & Relationships	PR.A3.3	Twice yearly performance reports tabled at Children and Education Scrutiny Board	Director- Children and Education	20/10/22	Add- New Assurance Action	Assurance action proposed: Twice yearly performance reports tabled at Children and Education Scrutiny Board SD April 23- every 6 months (oct)
77	Partnership & Relationships	PR.C1.2 b	To broaden scope of partnership structures to explore the integration of adult services where appropriate	Director- Children and Education	20/10/22	Add - New Sub Actions	To broaden scope of partnership structures to explore the integration of adult services where appropriate- April 23 date

Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
88	Organisational Culture	OC.E2.1	Add new action: Internal comms channels used to deliver comms messages on an ongoing basis including: - All staff briefing - Team Talk Leadership Updates - Member bulletin - Director live events - Bostin People e-bulletin	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
89	Organisational Culture	OC.E2.2	Add new action: Chief Executive's 100 day Comms Plan launched	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
90	Organisational Culture	OC.E2.3	Add new action: Develop proposal for all staff conference	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
91	Organisational Culture	OC.E2.4	Add new action: Formal Employee Recognition Scheme - approach and resources identified	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
92	Organisational Culture	OC.E2.5	Add new action: Continuous feedback on effectiveness of internal comms	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
93	Corporate Oversight	CO.B1.4	New Action Added: Ongoing Monitoring of Improvement Plan (Monthly Monitoring by Leadership Team, Quarterly Monitoring by Cabinet, ARAC regular review of IP and IP Risk Register, Scrutiny regular review of IP)	Leadership team	27/10/2022	Add - New Sub Actions	
94	Corporate Oversight	CO.B1.5	New Action Added: 6 monthly report to Secretary of State	Leadership team	27/10/2022	Add - New Sub Actions	
95	Corporate Oversight	CO.B1.6	New main action: Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team	Leadership team	27/10/2022	Add- New Main Action	
96	Corporate Oversight	CO.C1.3	New Action Added: Quarterly Performance Reports made to Cabinet	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
97	Corporate Oversight	CO.C1.4	New Action Added: Review Corporate KPIs for organisational health to reflect workforce strategy	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
98	Corporate Oversight	CO.C1.5	New Action Added: Review Corporate KPIs for customer experience to reflect customer experience programme	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	

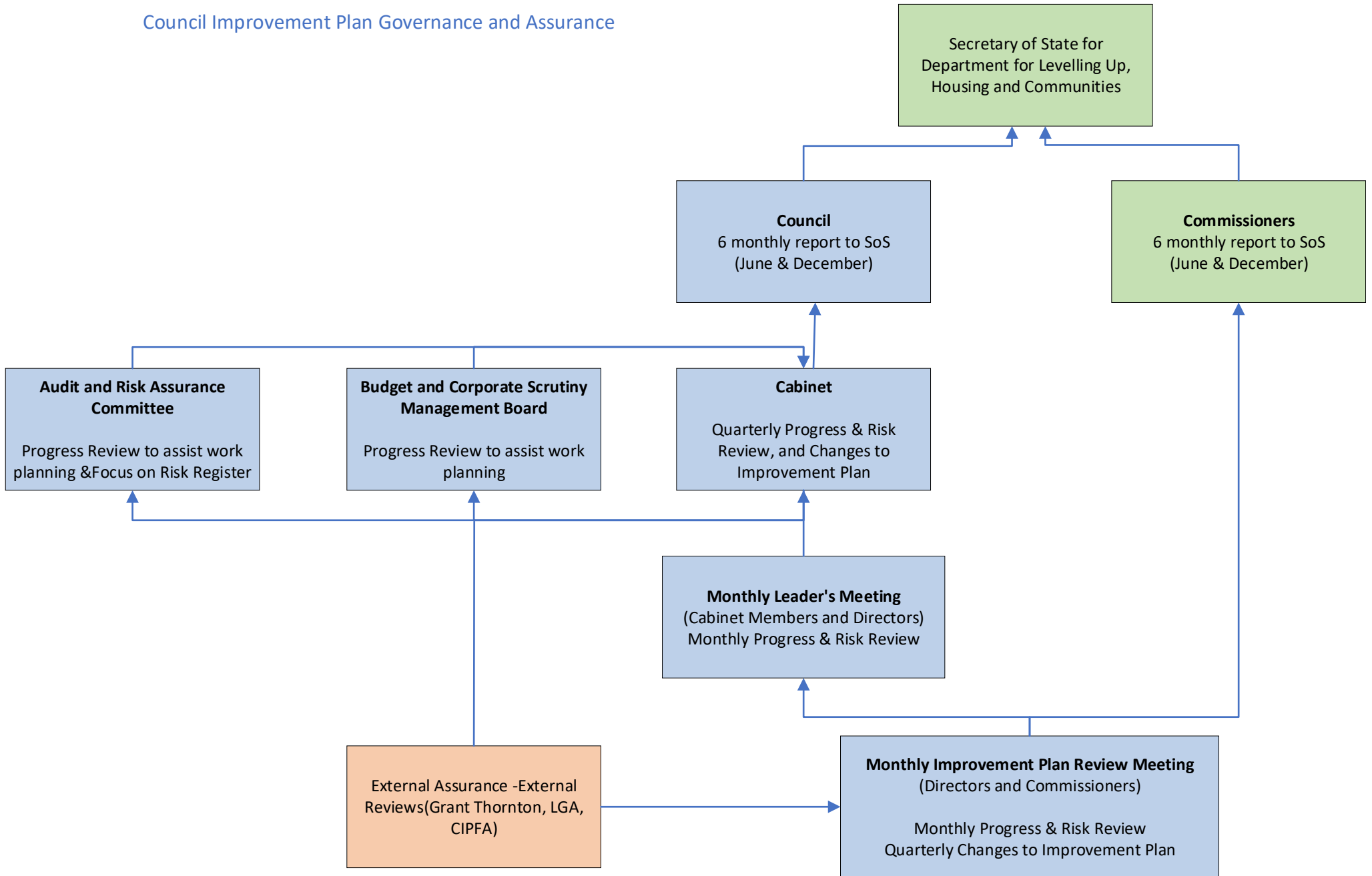
Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
99	Corporate Oversight	CO.C2.4	New Assurance action Added: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny	Director- Finance	27/10/2022	Add- New Assurance Action	
100	Corporate Oversight	CO.C2.5	New assurance action added: Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)	Director- Finance	27/10/2022	Add- New Assurance Action	
101	Corporate Oversight	Co.D1.2	New action: Review of spans and layers across Council's managerial structures in line with LGA Guidance (likely to be incorporated within Target Operating Model Programme in due course)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
103	Corporate Oversight	CO.D4.4	New assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	Director- Finance	27/10/2022	Add- New Assurance Action	one off milestone
104	Corporate Oversight	CO.D4.5	New assurance Action: Preparation of Draft Accounts for 2021/2022 (assurance that approach to completion and sign-off of final accounts is becoming embedded)	Director- Finance	27/10/2022	Add- New Assurance Action	one off milestone
106	Corporate Oversight	CO.F5.0	Add new Main Action: Customer Journey Programme	Director - Business Strategy and Change	27/10/2022	Add- New Main Action	
107	Corporate Oversight	CO.F5.1	Add new action: Structure and Governance for Customer Experience Programme approved	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
108	Corporate Oversight	CO.F5.2	Add new action: Workstream Plans agreed (timeline, cost and resource) for 5 workstreams (fix the backlog, fix the OSS, customer experience strategy, contact centre/community hubs approach, technology)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
109	Corporate Oversight	CO.F5.3	Add new action: Programme board in place (first programme board to involve ToR, scope of workstreams, nominations for resources for each workstream, and high level milestones)	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
110	Strategic Decision	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director-Regeneration and Growth	27/10/2022	Add- New Assurance Action	Change action to an assurance action to be monitored on a 6 monthly basis

Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
114	Strategic Decision	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board	Director- Children and Education	27/10/2022	Add- New Assurance Action	
115	Strategic Decision	SD.A8.3	Corporate Parenting Strategy - yearly assurances provided to the Corporate Parenting Board	Director- Children and Education	27/10/2022	Add- New Assurance Action	
120	Strategic Decision	SD.C1.3	Customer Access Strategy Development Commences	Director Housing	27/10/2022	Add- New Main Action	Action to become main action SD.F1.0 within Customer Journey Workstream 'Customer Journey Strategy Approved'
122	Strategic Decision	SD.D1.3	New Assurance Action (strategy implemented through budget plans): Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP	Director- Finance	27/10/2022	Add- New Assurance Action	
123	Strategic Decision	SD.D1.4	New Assurance Action (embedding the approach): MTFP and Capital Strategy refreshed and approved in October each year	Director- Finance	27/10/2022	Add- New Assurance Action	
125	Strategic Decision	SD.E2.4	New action: Proposal approved for the next phase of resident consultation and engagement and budget consultation	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
126	Strategic Decision	SD.E2.5	New action: Focus Groups held to explore responses to key areas raised in Residents Survey, Shape survey and budget consultation.	Director - Business Strategy and Change	27/10/2022	Add - New Sub Actions	
127	Strategic Decision	SD.F1.0	New Main Action: Customer Journey Strategy	Director - Business Strategy and Change	27/10/2022	Add- New Main Action	
134	Procurement & Commercial	PC.A1.3	Assurance Action- Report provided to Officer Leadership on a quarterly basis. regular reporting through PMF	Director - Borough Economy	27/10/2022	Add- New Assurance Action	assurance action for action PC.A1.0- Introduction of a more focused framework for contract monitoring.
135	Procurement & Commercial	PC.A1.4	Assurance Action- Annual report on leisure and waste contracts going through to cabinet member	Director - Borough Economy	27/10/2022	Add- New Assurance Action	assurance action for action PC.A1.0- Introduction of a more focused framework for contract monitoring.
136	Procurement & Commercial	PC.A1.5	Assurance Action- The large contracts in BE for waste/street cleansing, and both leisure providers will be added to the Intend contract management module.	Director - Borough Economy	27/10/2022	Add- New Assurance Action	assurance action for action PC.A1.0- Introduction of a more focused framework for contract monitoring.- dates to be agreed
137	Procurement & Commercial	PC.A4.3	Assurance Action- Senior management meeting - annual plans requested- service delivery plan from SERCO is contractually compliant and includes elements of street cleansing.	Director - Borough Economy	27/10/2022	Add- New Assurance Action	assurance action for main action PC.A4.0- Street Cleansing Recovery Plan – completion and implementation
138	Procurement & Commercial	PC.A5.3	Assurance Action- Monthly fleet steering group taking place where the documentation considered by the group is contractually compliant.	Director - Borough Economy	27/10/2022	Add- New Assurance Action	assurance action for main action PC.A5.0- Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract- dates to be agreed
139	Procurement &	PC.B1.6	Contract Monitoring Arrangements in Place	Director- Finance	27/10/2022	Change to delivery timescales (actions	Contracts are being monitored. Contract

Add Main, Sub & Assurance Actions							
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change/ Impact of change (incl. any dependencies)/ Reason for change
140	Procurement & Commercial	PC.B3.0	Procurement of 2024 SEND transport contract	Director- Children and Education	27/10/2022	Add- New Main Action	
141	Procurement & Commercial	PC.B3.1	Leadership review of lessons learnt from SEND 2	Director- Children and Education	27/10/2022	Add - New Sub Actions	
142	Procurement & Commercial	PC.B3.2	Mobilise project team and establish project governance	Director- Children and Education	27/10/2022	Add - New Sub Actions	
143	Procurement & Commercial	PC.B3.3	Commence Procurement	Director- Children and Education	27/10/2022	Add - New Sub Actions	
145	Partnership & Relationships	PR.C1.5	Assurance action: Receive a quarterly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership.	Director - Adult Social Care Director - Public Health	27/10/2022	Add- New Assurance Action	
146	Partnership & Relationships	PR.B1.6	Assurance Action: Update provided on a 6 monthly basis by Director of Regen and Growth to confirm representation at key meetings continues and brings benefit to the council. Key meetings for Members to attend at sub regional and regional level are: ABCA Leaders; WMCA Board; WMCA Economic Growth Board; WMCA Housing and Land Board.	Director-Regeneration and Growth	11/02/2022	Add- New Assurance Action	Add new assurance for action PR.B1.0- Continue to develop the relationship with and actively participate in regional and sub-regional bodies (e.g. WM Combined Authority, Black Country LEP) to maximise opportunities for Sandwell

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Council Improvement Plan Governance and Assurance



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Budget and Corporate Scrutiny Board

29th November 2022

Subject:	Draft General Budget 2023/24 and MTFs
Director:	Director of Finance – Simone Hines
Contact Officer:	Rebecca Maher rebecca_maher@sandwell.gov.uk


1 Recommendations

- 1.1 That the Board consider the draft budget proposals for 2023/24 as attached at Appendix A.
- 1.2 That the Board consider any feedback or recommendations it wishes to make to Cabinet to inform final budget proposals

2 Reasons for Recommendations

- 2.1 The Council must set a balanced, risk assessed budget each year and undertake appropriate consultation on draft budget proposals prior to approving the final budget and Council Tax precept.
- 2.2 The Board has an opportunity to consider the draft budget report in order to inform the final decision-making process.

3 How does this deliver objectives of the Corporate Plan?

	The Council's financial position and financial management arrangements helps to achieve all aspects of the Council's Corporate Plan
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4 Context and Key Issues

- 4.1 Cabinet considered the draft budget proposals for 2023/24 at its meeting on the 16th November 2022. This report set out the assumptions that had been made when producing the draft budget, including a number of spend pressures that have been identified as part of the budget process.
- 4.2 The draft budget report showed that savings in the region of £15m were required for 2023/24 to ensure a balanced and sustainable budget could be set whilst maintaining a prudent level of reserves.
- 4.3 Cabinet considered savings proposals in principle amounting to £16m, subject to appropriate consultation and Equality Impact Assessments, which left a budget surplus remaining of approx. £1.4m.
- 4.4 A copy of the Cabinet report and appendices is attached at Appendix A for the Board's consideration.
- 4.5 Since the draft budget was approved by Cabinet the Autumn Statement has been announced. A summary of the key points affecting local government are:
- Department DEL budgets in 2023/24 and 2024/25 are to be maintained at least in line with the budgets set at the Spending Review.
 - The core schools' budget in England will receive an additional £2.3bn of funding in 2023/24 and £2.3bn in 2024/25.
 - The rollout of social care charging reforms has been delayed from October 2023 to October 2025. Funding for the implementation of this will remain within local government to enable local authorities to address current adult social care pressures.
 - £2.8bn in 2023/24 and £4.7bn in 2024/25 to be made available to help support adult social care and discharge. This includes £1bn of new grant in 2023/24 and £1.7bn in 2024/25.
 - Additional flexibility provided for councils to increase general Council Tax to 3% per year without a referendum (an increase of



1% over current) and 2% for the Adult Social Care precept (an increase of 1% over current).

- Business Rates bills will be updated to reflect changes in property valuations since the last revaluation in 2017. Targeted support of £13.6bn will be provided over the next 5 years to support businesses as they transition to their new bills.
- Local authorities will be fully compensated for the loss of income and will receive new burdens funding for administrative and IT costs.
- Business Rates multipliers will be frozen in 2023/24.
- Upwards Transitional Relief will cap bill increases and will be funded by the Exchequer.
- Retail, Hospitality and Leisure Relief is being extended and increased from 50% to 75% up to £110,000 per business.
- The increase in social housing rents will be capped at 7%.
- National Living Wage for individuals 23 and over to be increased by 9.7% to £10.42 per hour from 1 April 2023

5 Alternative Option

5.1 No alternative options are being presented but the Board may wish to make recommendations to Cabinet on alternative savings to be considered for 2023/24. The Board may also consider making a recommendation to Cabinet on the level of Council Tax to be approved.

6 Implications

Resources:	
Legal and Governance:	The Local Government Finance Act 1992 requires the Council to set a budget and Council Tax precept by 11 th March each year.
Risk:	The Council must set a risk assessed balanced budget each year and maintain a prudent level of reserves to mitigate the financial risks that it faces.
Equality:	Budget savings will be subject to an Equality Impact Assessment where appropriate
Health and Wellbeing	No specific implications



Social Value	Considered when identifying potential savings options and budget priorities
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7. Appendices

Appendix A – 16th November Cabinet report and appendices

8. Background Papers

None



Report to Cabinet

16th November 2022

Subject:	Draft General Fund Budget 2023/24 and Medium-Term Financial Strategy
Cabinet Member:	Cllr Piper – Cabinet Member for Finance & Resources
Director:	Simone Hines - Director of Finance
Key Decision:	Yes
Contact Officer:	Rebecca Maher (Head of Finance) Rebecca_Maher@sandwell.gov.uk

1 Recommendations

That Cabinet:

- 1.1 Note the draft budget position for 2023/24 and the savings required to ensure a balanced budget can be achieved
- 1.2 Approve the savings identified in para 4.14 onwards and Appendix B in principle for consultation and an Equality Impact Assessment where required
- 1.3 That a further report be brought back to Cabinet in February 2023 setting out the results of the consultation referred to in 1.2 for Cabinet to consider prior to final budget proposals being approved
- 1.4 Refer the draft budget and savings options to the Budget and Corporate Scrutiny Panel on 29th November.
- 1.5 Approve the Medium-Term Financial Strategy as approved at Appendix D









2 Reasons for Recommendations

2.1 The Local Government Finance Act 1972 requires the Council to set a balanced, risk assessed budget each year and approve a Council Tax precept by 11th March.

3. How does this deliver objectives of the Corporate Plan?

The Council's financial position helps to underpin all of the Council's Corporate Plan and the associated aspirations.

	Best start in life for children and young people
	People live well and age well
	Strong resilient communities
	Quality homes in thriving neighbourhoods
	A strong and inclusive economy
	A connected and accessible Sandwell

4 Context and Key Issues

4.1 The budget process for 2023/24 is the most challenging for Local Government since the beginning of austerity in 2010. This is due to a combination of factors, including the exceptional levels of inflation, partly caused by the Russian invasion of Ukraine, and the unprecedented political and economic turmoil in the UK.

4.2 There is also significant uncertainty around Local Government funding in the absence of a multi-year settlement or any clarity about government funding reform which has been in the pipeline since 2016. The draft



budget proposals in this report have made a number of assumptions about funding for 2023/24 which won't be confirmed until the Local Government Finance Settlement, usually announced in mid-December.

- 4.3 The initial budget deficit for 2023/24 set out in the previous Medium-Term Financial Strategy was estimated to be in the region of £14m, but a number of spend pressures have emerged as part of the budget process, largely due to demand and inflationary pressures, that exceed the assumptions initially made in the previous forecasts. Service spend pressures and growth items are shown in more detail at Appendix A and total £17.7m. The draft budget also makes further provision for inflationary increases across key contracts and utilities of £8.7m. These are estimates at this stage and will be kept under review as the budget process progresses.
- 4.4 There have however been changes to funding assumptions that have positively impacted on the estimated budget position for 2023/24. The previous MTFs position assumed that Local Government Funding Reform would progress in time for the 2023/24 settlement, which would potentially involve a reset of business rates growth, changes to the funding formula mechanism and a loss of one-off grants which were included in the 2022/23 settlement. However, any significant changes to the funding regime would require consultation with the sector, a process which should have started before the summer. As this has not occurred and there is no further information available from the Department of Levelling Up, Housing and Communities (DLUHC) we have now assumed that there will be no significant changes to the level of funding we currently receive, and that the one-off grants received in 2022/23 will continue for a further year at the same rate. There is a degree of risk with these assumptions which must be noted, although it is in line with the assumptions that many other Local Authorities are making as part of their draft budget processes.
- 4.5 In addition, as business rates income is linked to inflation (September CPI) the draft budget assumes an increase of 10% in business rates income (compared to 3% in the previous MTFs). This generates additional income in the region of £4.5m, before any other changes to business rates base are taken into account). In previous years the government has capped business rates increases to 2% but funded the difference by way of grant. The Council is required to formally estimate its income from Business Rates in January each year, a process which is



likely to be complicated by the national revaluation of business rates for 1st April 2023. Therefore the business rates forecast included in the draft budget is subject to change.

- 4.6 The draft budget also assumes additional investment income due to rising interest rates as well as a £3m saving by changing the way the Council accounts for borrowing repayment. This is based on advice from our external Treasury Advisor and CIPFA guidance.
- 4.7 A summary of the current draft budget position is shown in the table below. This is based on current assumptions and is subject to change as the budget process progresses:

Draft Budget Position	2023/24
	£'000
Net Budget Requirement 2022/23	237,044
Additional Revenue/Savings/Income:	
Increase in Council Tax	(5,400)
Net change in Business Rates and Collection Fund	(10,100)
Increase in Services Grant	0
Increase in New Homes Bonus	(497)
Changes in Reserves	(4,700)
Minimum Revenue Provision saving	(3,000)
	(23,697)
Cost Pressures/Reduced Income:	
Pay inflation	12,300
Service Pressures/Loss of Income	17,300
Additional inflationary provision for utilities and key contract	8,750
Prudential Borrowing additional debt charges	0
	38,350
Net Budget Requirement 2023/24	251,697
Budget Gap before savings options	14,653
Provisional Directorate savings options identified	(9,645)
Transformation and Corporate Savings (based on 75% delivery)	(6,400)



Remaining (surplus)/deficit	(1,392)
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4.8 The assumptions that have been applied when preparing the draft budget are as follows:

- Inflation where contractual and unavoidable
- Provision for an annual pay award
- Pension contributions at current rates, pending the outcome of the triennial revaluation this year
- Business Rates income based on current trends and assuming there is not a re-set of business rates baselines or any change to the 100% pilot arrangements
- Business Rates income increasing by September CPI
- 1% increase in the Council Tax Base
- 2.99% increase in Council Tax, made up of 1.99% 'core' increase and 1% Adult Social Care precept

4.9 All of the assumptions above, and the spend pressures included in the draft budget to date, are all still subject to change as the budget process progresses. As already mentioned above, there is particular uncertainty this year due to the high level of inflation and lack of any information government spending plans.

4.10 There are two key Adult Social Care Reforms for implementation during 2023/24 – the Fair Cost of Care and Care Cap. The Fair Cost of Care requires the Council to work with the care sector to establish a median hourly rate for care and work towards that over a three-year period. The Care Cap will limit the amount that an individual is required to pay towards their care in their lifetime, as well as making some changes to eligibility criteria and charging thresholds. There are significant financial implications from both of these changes, but the draft budget assumes that these costs will be entirely funded from additional government grant. This funding was due to come from the 1% increase in National Insurance Contributions but as that has now been reversed it is unclear how government intend to fund these costs. There is lobbying for these reforms to be deferred by 12 months because of the impact on the sector but there has been no confirmation yet on whether this will happen.



- 4.11 The contract sum negotiations with Sandwell Children’s Trust are still ongoing and are due to conclude in December. SCT are being impacted by inflationary pressures as well as recruitment and retention issues. The draft budget provision for SCT for 2023/24 is based on their previous MTFP assumption plus an allowance for additional pay costs. Council officers are working closely with SCT colleagues to agree the contract sum for 2023/24 and this includes discussions around savings options and invest to save proposals.
- 4.12 The funding assumptions are dependent on the announcement of the Local Government Finance Settlement which is not expected until mid-December. There was due to be an updated budget statement on 31st October but this has now been delayed until 17th November due to the new incoming Prime Minister. This has now been upgraded to a full Autumn Statement so may give some indication of the quantum of funding available for Local Government. There is a lot of speculation about public finances and what measures will be announced in the Autumn Statement, with a deteriorating economic outlook and the possibility of a recession next year.

4.11 Savings options

- 4.12 Cabinet and Leadership Team have been working closely on the draft budget for 2023/24 and have undertaken a ‘Star Chamber’ exercise with all Directorates to challenge existing budgets and identify savings options. The Council has also made use of benchmarking data to compare our current costs against our nearest neighbours.
- 4.13 Given the extent of the budget challenge and the need to ensure a balanced and sustainable budget is set in March while maintaining an adequate level of reserves, Directorates were set a 7% target to either achieve savings or increase income in their services.
- 4.14 The initial savings proposals following this exercise are attached at Appendix B, setting out the service impact and risk rating of each proposal. These savings total £9.645m.
- 4.15 The proposal to charge for green waste collection is subject to a separate item on this agenda.



- 4.16 Some of the savings require consultation, either with employees or service users which will be started imminently, subject to Cabinet approval and in line with Council policies on consultation. Where required, Equality Impact Assessments will be as part of consultation processes. Feedback on the consultation and EqiA process will be reported to Cabinet alongside final budget proposals in February.
- 4.17 Alongside the Directorate savings approach, Leadership Team has been developing a Corporate and Transformation Savings Plan which includes a number of cross-cutting workstreams. This are:
- Maximising Digital Technologies
 - Customer Journey
 - Business Process Reviews
 - Maximising income and commercial opportunities
 - Smarter Support Services
 - Prevention and Promoting Independence
 - Maximising Partnership Working
 - Efficient Procurement
 - Sustainable Delivery Models
 - Reducing the cost of high cost services
- 4.18 The Council has interim transformation resources in place which will be developing delivery plans to progress these savings and so far, high-level savings targets have been set over the next three years. There are some workstreams where savings are expected to start being achieved in 2023/24 and others where savings are not profiled until Year 2 and 3. A more detailed breakdown of the savings identified to date against each workstream is shown at the table in section 4 of the MTFP at Appendix D but the table at 4.7 above assumes 75% delivery of the Year 1 savings at this point in time, pending detailed delivery plans being completed.
- 4.19 The Local Government Finance Act also requires Council's to consult with Business Ratepayers in its area. It is proposed that this report and the savings proposals are shared with the Black Country Chamber of Commerce and Business Ambassadors Group. A presentation on draft budget proposals and savings options will also be given to the Sandwell Business Ambassadors Group in December. Again, feedback from these consultations will be reported back to Cabinet in December.



- 4.20 As mentioned at section 4.8 above, the draft budget currently assumes a 2.99% Council Tax increase, based on a 1.99% 'core' increase and a 1% Adult Social Care precept. This is based on previous Council Tax Referendum limits but will depend on the limits set by government for 2023/24, which won't be known until the Finance Settlement is announced in December.
- 4.21 Subject to Cabinet agreeing the savings proposals at Appendix B in principle, officers will carry out the appropriate consultation and Equality Impact Assessments and report these back to Cabinet in February so final budget decisions can be made.
- 4.22 Assuming all savings at Appendix B are approved following consultation, the savings would be sufficient to close the current estimated budget gap with a small surplus remaining. However, there are several caveats in this report, the outcome of the Autumn Statement and Local Government Finance Settlement announcement being the most significant. There are also some key areas of spend, such as the Contract Sum process with Sandwell Children's Trust which are still to be determined. Therefore, it is likely that the draft budget position will continue to change, both from an expenditure and funding perspective, as the process continues. However, given the requirement to set a budget in March each year and the consultation process required for some savings, it is important that draft budget proposals are considered at an early stage and in advance of the settlement announcement.
- 4.23 Given the Cost of Living crisis affecting residents in Sandwell, it is suggested that any surplus savings are contributed to a specific Cost of Living reserve to further support the 'Supporting Sandwell' campaign that the Council has recently launched.

4.24 Budget Consultation

- 4.25 The Council carried out a budget consultation exercise earlier this year to inform the budget process and ensure the Council's resources are focused towards priority services. The Council commissioned Eventure Research to deliver the consultation and in total 1,070 telephone interviews took place with a representative sample of residents, and an online survey was completed by 577 residents. The survey asked



residents to rank the services that were most important to them and also asked for views on how the Council should close the budget gap and what services the Council should/could be charging more for. An Executive Summary of the consultation response is attached at Appendix C.

- 4.26 In terms of closing the budget gap, the option most supported by residents was to 'sell/develop Council buildings', with 34% of the telephone respondents selecting this option and 66% of online survey respondents selecting this. Introducing more charging for non-essential services, stopping or reducing non-essential services and reducing the number of staff/salaries also scored higher compared to other options. Increasing Council Tax was the lowest scoring option with both telephone and online respondents.
- 4.27 The survey findings do show a gap between the reality of the Council's financial capacity after a decade of austerity, and residents' willingness to pay for services through council tax or service charges, especially those deemed non-essential. This suggests the need for an ongoing programme of engagement over service priorities and how they are paid for.
- 4.28 Leadership Team and Cabinet have considered the results of the consultation as part of the process in identifying spend pressures and savings for 2023/24 and the development of the Transformation Savings Plan and the results will continue to inform the budget process before final proposals are considered by Cabinet in February.
- 4.29 The survey reports sub-group findings in detail and will be further examined by the Council's Research & Intelligence Team in conjunction with the Residents' survey to maximise the strategic value of this investment and to inform an annual consultation process.

4.30 Medium Term Financial Strategy

- 4.31 The Council's Medium-Term Financial Strategy (MTFS) has had a fundamental review as part of the early budget setting process for 2023/24. The revised MTFS is included at Appendix D to this report and includes the Council's financial plans between 2022-26 across Revenue and Capital, a review of the Council's reserves and a budget risk assessment.



4.32 Assumptions have been made in the MTFS around future government funding and spend pressures. One of the key assumptions is that Local Government funding reform will progress by 2024/25 which will lead to a re-set of business rates growth and a loss of some time-limited grants. This may be an overly pessimistic outlook as it is likely that government would introduce some form of transitional relief to smooth the impact of reform over a Spending Review period, but at this stage it is felt that assumptions should be prudent so that appropriate savings plans can be developed.

4.33 The MTFS shows that the Council is facing a cumulative funding gap in the region of £50m over the next three years. A Transformation Savings Plan is being developed and initial savings targets have been incorporated into the MTFS but there is further work to do to ensure that the Council has savings plans to meet the estimated budget gap. This is particularly important given the relatively low level of unallocated reserves that the Council currently holds.

4.34 As mentioned throughout this report, the current national political and economic climate makes financial planning extremely difficult. As such, the MTFS is considered an interim update, with a further review to be undertaken alongside the final budget report to Cabinet in February.

4.35 Next Steps

4.36 The assumptions and estimates currently being used in the draft budget will be constantly monitored and the funding position will be revised if necessary once the Local Government Finance Settlement has been announced.

4.37 An external review of Fees and Charges is in the final stages of being completed and is expected to generate options for achieving the income target included in the Transformation Plan. Leadership Team will bring options on Fees and Charges increases to Cabinet for consideration and approval as part of the final budget report.

4.38 The Council's Medium-Term Financial Strategy may need to be refreshed again as part of the final budget report when more information on government funding is available.



5 Alternative Options

- 5.1 Cabinet could request that alternative savings options be proposed and agreed, although there is limited time to do this and still be able to carry out the appropriate consultation on alternative savings.

6 Implications

Resources:	Resource implications are contained within the main body of the report. The draft budget shows an estimated gap of £15m for 2023/24.
Legal and Governance:	No direct implications arising from the recommendations.
Risk:	The Council is required to set a risk assessed balanced budget each year. A budget risk assessment is included within the MTFS
Equality:	Equality Impact Assessments will be carried out on savings proposals where required
Health and Wellbeing:	No direct implications arising from the recommendations.
Social Value	No direct implications arising from the recommendations.

7. Appendices

- A.) Spend Pressures and Growth items
- B.) Savings Options
- C.) Budget Consultation Summary Results
- D.) Medium Term Financial Strategy

8. Background Papers

None





Appendix A

AREA OF BUDGET PRESSURE	2023/24 Pressure (£)	Rating	DETAILS
Adult Social Care			
External Placements - inflation	4,560,000	Unavoidable	Contractual Uplifts on Placement prices linked to inflationary and National Living Wage. Additional to inflation included in base Medium Term Financial Strategy.
Social Work	244,000	Growth	Introduction of Liberty Protection Safeguards & expansion of Independent Mental Health Advocate (IMCA) responsibilities - part year cost pending confirmation of implementation date
External Placements - demographics	2,653,000	Unavoidable	Demographic Growth in numbers of people requiring support - based on historic trends (excluding Covid years).
External Placements - loss of funding	1,346,000	Unavoidable	Withdrawal of Discharge to Assess Funding from Health & Social Care system. Cost of initial 4 weeks of support for clients leaving hospital will become the responsibility of ASC. Requesting funding from Better Care Fund towards this but not confirmed.
Staffing - Increments	113,000	Unavoidable	Impact of progression through the spinal points on particular grades.
Adult Social Care Total	8,916,000		
<u>Business Strategy and Change - Service Improvement</u>			
Service Improvement - Corporate Performance Management Staff	60,000	Growth - Improvement	Creation of Performance Management resources per Corporate Improvement Plan
Service Improvement - Corporate Performance Management System	100,000	Growth - Improvement	Implementation and ongoing maintenance of corporate performance management system. Costs are high level estimates at this stage
Service Improvement - Business Intelligence	70,000	Growth - Improvement	2 x posts for corporate business intelligence. 2022/23 costs funded from Improvement & Capacity Reserve as per Improvement Plan Report to Council 7 June 2022, will incur from half-way through 2022/23, therefore 2023/24 costs are the remainder
<u>Business Strategy and Change - ICT</u>			
ICT - Microsoft SCE	105,000	Unavoidable	22-23 is the first year of the 3 year renewal. Funded from cost centre 35663
Cyber Security	1,637,987	Unavoidable	Critical improvements needed to current Cyber Security arrangements, both system and staffing resources.
<u>Business Strategy and Change - Business Excellence</u>			
BE - Inform 360	144,391	Unavoidable	There has previously not be a budget allocated for this system
<u>Business Strategy and Change - Human Resources</u>			
Management and Leadership Development	100,000	Growth - Improvement	A new Management and Leadership Development Programme is a requirement of the Grant Thornton action plan.
Business Strategy & Change Total	2,217,378		
Borough Economy			

Highway Infrastructure	1,100,000	Unavoidable	Additional investment in Highways infrastructure to address 'red risks' backlog, plus additional inflationary allowance. This is the revenue element - further pressures within Capital Programme
Leisure Facilities Utility Costs	600,000	Unavoidable	Escalating utility costs across leisure facilities - assumption based on current trends which will be kept under review
Leisure Community Sport Offer	262,000	Growth - Policy decision	Provision of a holistic service covering sports clubs, national governing body work, community and park locations. Part year implementation in Yr 1
Parking Fees and Charges	75,000	COVID	Car parking income is showing recovery post COVID, but some residual shortfall is possible with changing customer behaviour - e.g. reduced commuter parking and increased online shopping
Taxi Licensing	250,000	Unavoidable	The taxi licensing service has a historic income target that it has not been able to achieve.
Highways	50,000	Growth	Additional traffic calming measures
Borough Economy Total	2,337,000		
Regeneration and Growth			
Markets Service	454,000	Growth - Policy decision	Fall in income from West Brom Indoor market exacerbated by COVID. Long term plan to replace and relocate the indoor market should mitigate impact but not in 2023/24. Service will still break even.
Schools PFI Contract	65,000	Growth - Improvement	This post is critical to pro-actively manage the PFI Schools contracts
Increased Utilities Costs -	500,000	Unavoidable	Impact of increased utility costs across Council owned buildings. Estimate which will be kept under review
Regeneration pipeline revenue costs	250,000	Growth - Improvement	Revenue resources needed to deliver first phases of the Regeneration Pipeline
Regeneration & Growth Total	1,269,000		
Children's Services			
Insurance	50,000	Growth	The premiums and claims history have increased since 2018/19. Three years of overspend of £45k-£50k
STEPS Centre		Growth - Policy decision	The Centre is currently funded from the Early Years underspend which will be exhausted by 2023/24
Early Years Attendance Team	218,900	Growth - Policy decision	The Team is currently funded from the Early Years underspend which will be exhausted by 2023/24
Educational Psychologist	838,100	Growth - Policy decision	Some of this team is currently funded from the High Needs Block but the service should be funded from general resources as the HNB is being over-committed
Youth Employment	308,500	To be funded from UKSPF	ESF funded due to end in December 2023.
School Improvement	140,000	Growth - Policy decision	Grant ending from April 2023
OT Assessments	61,200	Unavoidable	Statutory requirement that is currently unfunded
Childrens Total	1,616,700		
Corporate			

2% increase in Transport Levy	260,000	Growth - Policy decision	Assume 2% p.a
Increase in External Audit Fee	102,204	Unavoidable	Increase of 150% - current budget £144k; 2021/22 audit fee £164k
Corporate Total	362,204		
Legal and Governance			
Contracts work	150,000	Growth	External legal advice to complete necessary contracts work in relation to key corporate projects
Equality & Diversity ongoing event budget	75,000	Growth - Policy decision	Allocation to fund ongoing training and events to support staffing team
Registration Services - income targets	112,000	Unavoidable	Adjust income target to more realistic levels based on current trends
Cessation of pre purchased graves to protect burial space	250,000	Growth - Policy decision	Suspension of Pre Purchased burial plots arrangements will impact on income in 2023/2025. This decision has been taken as consequence and as a mitigation action related to delays in the decision, appraisal and funding shortfall for the new cemetery for West Bromwich.
Registration Services - utilities	113,000	Unavoidable	Estimate based on current trends. To be kept under review
Whole Council Elections	50,000	Unavoidable	If Council resolve to move to whole Council elections then there will be additional one-off funding needed for administration
Election Service	208,000	Growth - Policy decision	Electoral services are historically underfunded and operate with a deficient budget. Despite repeated requests for the budget to be adjusted to reflect actual costs for the provision of statutory functions, this has been overlooked and needs to be remedied
Law & Governance Total	958,000		
Grand Total	17,676,282		

Appendix B

SERVICE AREA	PROPOSAL	NET SAVING £	Risk Rating	SERVICE IMPACT
ICT	Various ICT network maintenance and support savings	97,230	Green	None
ICT	Restructure savings	271,365	Green	None - service realignment and Planned Leaver requests
ICT	Renegotiation of the corporate printing contract	45,873	Green	None, all aspects of the contract remain the same.
Corporate	Mobile telephony and Data Card Contract	120,000	Green	None
HR	Graduate Scheme - Year 2	170,000	Amber	Graduate salaries to be funded from vacancies within service areas that would benefit from the introduction of the graduate and need to invest in the future talent pipeline.
HR	Delete Senior Learning and Development Officer post	45,427	Amber	Post is currently vacant would reduce delivery capacity across the team
Business Strategy & Change Total		749,895		
Financial Services	Finance Restructure - full year saving	100,000	Green	Structure already approved and implemented from August 2022
Business Management	Adult Social Care charging review - full year saving	700,000	Amber	Pending consultation exercise - Cabinet decision due in November 2022
Business Management	Business Process Review of Business Support	150,000	Green	Based on 10% of current staffing budget
Revenues and Benefits	Reduction of one post	40,000	Green	None
Finance Total		990,000		
Development Planning & Building Control	Increase Building Consultancy fees and existing planning pre-application charges	32,000	Amber	Building Control is a trading account and has to compete with private inspectors. Any increase in fees may lead to the loss of work.
Development Planning & Building Control	Admin Support - Reduced Spend	11,000	Green	None
Growth and Spatial Planning Service	Reduced expenditure due to COVID and charging proportion of salaries to Capital	14,000	Green	None
Assets & Land	Riddins Mound - premises transferred to housing so budget no longer required	59,000	Green	None

Assets & Land	C2 New Square - rent review	60,000	Green	None - increased income due to rent review
Assets & Land	Wednesbury AEC - reduction in ongoing planned maintenance	60,000	Amber	May lead to backlog maintenance
Assets & Land	Cleaning Services - reduction in frequency	100,000	Green	Reduced cleanliness of corporate buildings
Assets & Land	Providence Place Sinking Fund no longer required	207,000	Green	None
Assets & Land	Building Surveying and Urban Design - deletion of two posts	61,000	Amber	Reduced capacity within the service
Assets & Land	Climate Change - top slice of current budget	17,000	Green	Less ability to meet Climate Change targets
Regeneration Total		621,000		
Learning Improvement - SAFL	Reduce target funding to the service so that the service operates within the Adult Education grant received.	40,000	Amber	The service will operate within grant funding and other income received and this will be achieved on a phased basis over a 3 year period.
Sandwell Children's Trust	SCT Efficiency Savings	350,000	Amber	To be achieved from the "Invest to Save" proposals submitted by SCT. To be discussed as part of Contract Sum Negotiations
Children's Services Directorate	Staffing Restructure	100,000	Green	The net impact of the Directorate staffing restructure. Already being implemented
SEND Transport	Efficiencies gained as a result of the new contract	150,000	Green	No service impact as the saving is due to reduced costs from the new procurement exercise. Some allowance has been made for increased demand but this will need to be monitored closely.
Community Transport	The grant allocation to Community Transport has reduced from Target funding of £289k to £62k	227,000	Green	The grant given to Community Transport has been reduced to £62k for 2022/23.
Learning Improvement - Early Years Play Service - Sustainability	Reduce Sustainability Budget	10,000	Green	None - based on current spending patterns.
Youth Employment Initiative (YEI)	Loss of YEI grant to be funded from UKSPF	308,500	Green	None - use of UK Shared Prosperity Funding to cover loss of YEI grant.
Childrens and Education Total		1,185,500		

External Placements	Better Care Fund inflation allocation	566,000	Green	None - additional external funding
Integrated Hub	Reduction of STAR Service	131,900	Amber	Would reduce the capacity of STAR to assist with reablement. Current review of service will give a much clearer impact on what resources will be required and what can be 're-cycled' in other parts of the market to support Discharge to Assess.
Commissioning	Review Supporting People contracts	30,000	Amber	None
Commissioning	Review Voluntary Sector grants	135,000	Green	To be fully funded by Public Health Grant
External Placements	Increase Direct Payment clawback income	500,000	Amber	None - increase income budget inline with previous years recovery
Social Work	Introduce an admin charge for services to self funders	226,000	Amber	Introduce an administration fee to cover the cost of arranging services for people who have savings and/or assets over the capital limits (i.e. self funders). Proposed charge of £300 cost to set up and a £200 charge annually thereafter.
Social Work	Reduce reliance on 6-week PIP pathway and introduce an automatic charge after 6 weeks	500,000	Amber	Encourage service users to engage in review at or before 6 week free service ends and introduce a charge for longer stays.
Therapy	Moving with Dignity project	556,000	Amber	Reviews of care packages to ensure they are meeting the needs of service users and encourage reablement and independence.
All	2021/22 underspend review	263,000	Green	In line with 2021/22 underspend review
Social Work	Undertaking outstanding reviews of care packages	150,000	Amber	Examples from providers experience of 900 cases reviewed delivered a £150k cost reduction. Can monitor the actual level of any saving as reviews get underway.
Direct Services - In House LD Creative Arts project	Change in the way the Creative Arts projects is delivered using partnership arrangements	30,000	Green	Creative arts currently runs as service exclusively for people with a Learning Disabilities. Opportunity to make the project a community based resource for general public use rather than specific LD service.
External Placements	Impact of Harvest View on long term placements due to reablement	130,000	Green	
Adults Social Care Total		3,217,900		

Waste	Charging for Green Waste	1,564,000	Amber	Introduce charge for green waste, based on initial assumption 40% take up at mid point fee and charge of £34 in 2023/24
Waste	Reduction of Contract Monitoring Team	32,000	Green	Joining up the contract monitoring for waste & leisure. Deletion of a vacant post Band D
Parks	Sandwell Valley income	200,000	Amber	None
Parks	Lightwoods House Inc	60,000	Green	None
Parks	Lightwood House Catering	30,000	Green	None
Events	Tender for Sandwell Valley	50,000	Green	None
Parks	Events income community events	20,000	Green	None
Grounds	Mowing schedule efficiency	50,000	Green	None
Taxi Licensing	Delegate to shared service	225,000	Green	None. Part year effect in 2023/24
Sport & Leisure	General	15,000	Green	Budget reductions
Libraries	Implementation of Library+ model	200,000	Green	Reduction of staffed hours in smaller libraries (over 2 years)
Libraries	Reduce ICT budget	10,000	Green	Support costs for self serve kiosks - reduction in number of kiosks. New kiosks funded from ACE money.
Libraries	Review of Home Library Service	60,000	Amber	Contract out service - reduce staffing and vehicles
Heritage	Implement heritage service review proposals/recommendations	50,000	Red	Change of use for 2 heritage facilities - requires review and consultation
Borough Economy Total		2,566,000		
Floating Support	Reduce service in line with grant funding reductions	77,600	Amber	Floating support is a preventative service so this may generate more demand elsewhere e.g. homelessness or Adult Social Care.
Community Partnerships	Reduction in service	30,500	Green	Less capacity to support community work
Enforcement (standards)	Increased income	43,000	Green	None - based on current trends
Shopmobility	Reduce Shopmobility Service	57,100	Amber	Will reduce service for customers but demand has not recovered to pre-COVID levels. Transfer to VCS being considered
Community Centres	Review delivery model at three Community Centres	107,000	Amber	Potential loss of staff at two community centres and cessation of grant. In the process of being reviewed. Alternative delivery models may be available.
Housing Total		315,200		

Grand Total		9,645,495		
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Budget Consultation

Research Report

September 2022



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Contents

1. How to read this report	4
1.1 Interpreting the research findings.....	4
1.2 Terminology and clarifications.....	4
2. Executive summary	5
2.1 Introduction.....	5
2.2 Methodology overview	5
2.3 Key findings.....	5
3. Research programme	8
3.1 Background	8
3.2 Methodology and sampling	8
Representative telephone and face-to-face survey	8
Online survey	9
Respondent profile	9
3.3 Acknowledgments	11
4. Research findings	12
4.1 Closing the budget gap	12
4.2 Most valued services.....	15
Theme 1: The best start in life for children and young people	15
Theme 2: People live well and age well.....	16
Theme 3: Strong, resilient communities.....	18
Theme 4: Quality homes in thriving neighbourhoods	19
Theme 5: A connected and accessible Sandwell	21
Theme 6: A strong and inclusive economy	23
4.3 Service provision	25
4.4 Council tax.....	29
4.5 Accessing services online	31
4.6 Doing things differently.....	37
5. Detailed respondent profile	40
6. Key findings	43

Appendices

1. How to read this report

1.1 Interpreting the research findings

This report contains results from the surveys conducted to gain insight from residents to support Sandwell Council in the development of the budget proposals and future spending priorities.

The representative resident survey was conducted via telephone and face-to-face with quotas set on age group, gender, disability, ethnic group and area of the district. Alongside the representative survey was an online survey open to all Sandwell residents.

In total, 1,070 responses were received to the representative resident survey and 577 responses to the open online survey. The surveys were conducted in July and August 2022.

This report contains several tables and charts that present survey findings. In some instances, responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer
- Only the most common responses may be shown in the table or chart
- Individual percentages are rounded to the nearest whole number, so the total may come to 99% or 101%
- A response of between 0% and 0.5% will be shown as 0%. Where there were no respondents in a category, this is indicated by -

This report includes subgroup analysis that has been undertaken for the budget consultation to explore the results provided by different groups. This includes subgroup analysis by gender, age group, disability, working status, area of the district and ethnic group. This analysis has only been carried out where the sample size is seen to be sufficient for comment. Where there are no significant differences between subgroups, no comment has been made.

Differences that are statistically significant according to the z-test at the 95% confidence level are highlighted in the subgroup analysis boxes. The z-test is a commonly used statistical test used to highlight whether differences in results are 'significant'. By this we mean that we can say with 95% confidence that we would see a difference if all people in the group took part in the consultation. It should be noted that the percentages shown in the subgroup analysis reflect the proportion of the subgroup who answered the question and gave a particular response.

For the analysis of open-end responses, comments were read through by a researcher and a coding frame was developed for each open-end question based on the themes emerging. This then allowed for categorisation of the themes.

1.2 Terminology and clarifications

Throughout this report, those who took part in one of the surveys are referred to as 'respondents'.

Sandwell Council is referred to as 'the Council'.

2. Executive summary

2.1 Introduction

Sandwell Council is committed to consult with its residents to support evidence-based policy decision making, service delivery and performance management. Enventure Research was commissioned to deliver the Council's budget consultation to explore which services are most important to residents and where the Council should prioritise spending. This report sets out the findings from the research programme.

2.2 Methodology overview

The research programme involved a telephone survey, taking approximately 12 minutes to complete, with 1,070 residents of Sandwell aged 18 and above, with quotas set to achieve a sample that was representative of the area. In addition, some interviews were undertaken face-to-face on-street and in local community groups to consult with hard to reach residents.

An online version of the survey was also made available for all Sandwell residents to complete.

Enventure Research was commissioned to conduct the research programme, analyse and evaluate the feedback and provide a comprehensive report on the findings. The questionnaire was co-designed by Enventure Research and Sandwell Council.

2.3 Key findings

Detailed findings can be found in **Section 4**.

Closing the budget gap

- The option most supported by respondents in both surveys was *sell/develop Council buildings*, selected by 34% of representative survey respondents and 66% of online survey respondents
- *Introduce more charging for non-essential services* and *stop or reduce non-essential services* were also frequently mentioned by representative survey respondents (29% and 27% respectively)
- Online respondents were more likely to support *reduce number of staff/salaries* and *charge more for some paid-for services* (28%)

Most valued services

Theme 1: The best start in life for children and young people

- *Preventative help for vulnerable children* was selected as the most important area of work, chosen by half (50%) of representative survey respondents and just over two in five (43%) online respondents
- *Early years education* (37%) and *children's social care* (35%) were next most frequently selected by representative survey respondents
- Online survey respondents more frequently mentioned *youth facilities* (40%) and *quality, accessible school places* (36%)

Theme 2: People live well and age well

- *Helping older people live independently for longer* was viewed as important by over half of representative (55%) and online (53%) survey respondents

- *Providing day centres for older people* (44% representative; 35% online) and *encourage exercise and better health by maintaining parks and open spaces* (37% representative; 47% online) were also selected by high proportions of respondents

Theme 3: Strong resilient communities

- *Community safety and tackling antisocial behaviour* was chosen as important by 64% of representative survey respondents and 69% of online respondents
- Over half of respondents in both surveys also selected *maintaining our parks and open spaces* (51% representative; 52% online)
- A quarter (26% in both surveys) said that *providing social hubs and community centres* was important

Theme 4: Quality homes in thriving neighbourhoods

- In both surveys, the most frequently mentioned area of work was *accessible affordable housing*, mentioned by 58% of representative and 55% of online survey respondents
- *Tackling homelessness and rough sleeping* was viewed as important by 47% of representative survey respondents and 41% of online respondents
- Similar proportions in both surveys said that *more energy efficient housing* was important (35% representative; 33% online)
- Online respondents were more likely to suggest *working with private landlords to bring empty homes back into use* (43%) in comparison with representative survey respondents (33%)

Theme 5: A connected and accessible Sandwell

- *Maintaining roads and pavements* was selected as important by high proportions of respondents in both the representative survey (72%) and the online survey (79%)
- Similar proportions mentioned *improving transport options and transport links* (47% representative; 53% online) and *improved partnership working with local authorities and West Midlands Combined Authority* (30% representative, 25% online)

Theme 6: A strong and inclusive economy

- Over half (55%) of representative survey respondents said that *creating more jobs for local people* was important and half (50%) said the same about *creating apprenticeship opportunities for young people*, with similar proportions of online respondents saying the same (51% and 42% respectively)
- Almost half (46%) of online respondents mentioned *improving Sandwell's town centres*, which was higher than the proportion of representative survey respondents selecting this option (31%)

Service provision

- Services most frequently expected to be provided at no cost to residents in both surveys were *green waste* (66% representative; 81% online) and *library services* (63% representative; 58% online)
- *Adult social care services* were also expected to be provided at no cost by the majority of representative (58%) and online (51%) respondents
- A higher proportion of online survey respondents (53%) expected *cremation and burial* to be provided at no cost than did representative survey respondents (36%)
- Respondents were most willing to contribute financially towards *public shows and events* (74% representative; 82% online) and *sports and leisure facilities* (71% representative; 76% online)
- Over 50% of respondents in both surveys indicated that they would be willing to contribute towards *pest control services, car parking, cultural services and bulky waste item collections*

Council tax

- Three in five (59%) representative survey respondents and almost half (46%) of online survey respondents felt that an increase of *0%-0.99%* in council tax would be reasonable to enable the Council to provide the current level of service
- Similar proportions in both surveys felt that an increase of *1.00%-1.99%* would be reasonable (24% representative; 31% online)
- Only small proportions felt that an increase of *2.00% or higher* would be reasonable

Accessing services online

- The highest proportion of respondents in both surveys indicated that they would be *happy to contact the Council/use MySandwell account for all services* (56% representative; 49% online)
- However, over three in ten (31%) representative survey respondents said that they would prefer to access *all council services* in-person or by telephone (14% of online respondents gave the same response)
- All other services listed were selected by higher proportions of online respondents than representative survey respondents
- Of those who preferred to contact the Council in-person or via telephone for any service, the majority said this was because they *simply prefer to speak to someone* (40% in both surveys), and the next most frequent response was related to the *convenience of speaking to someone* (18% representative; 24% online)

Doing things differently

- The most common suggestion for other things the Council could do to help with making the required savings was *stop wasting money/work more efficiently* (16% representative; 28% online)
- *No unnecessary spending/cut back on non-essentials* was suggested by 13% of representative survey respondents and 17% of online respondents
- Other common responses included *reduce staff/managers/salaries* (11% representative; 17% online) and *sort problems quickly/more prevention* (6% representative, 10% online)

3. Research programme

3.1 Background

Sandwell Council is committed to consult with its residents to support evidence-based policy decision making, service delivery and performance management. Enventure Research was commissioned to deliver the Council's budget consultation to explore which services are most important to residents and where the Council should prioritise spending. This report sets out the findings from the research programme.

3.2 Methodology and sampling

Representative telephone and face-to-face survey

A representative telephone survey was conducted with residents of the Sandwell district aged 18 and above by a team of telephone interviewers using a CATI methodology (Computer Aided Telephone Interviewing), whereby respondents' answers to questions are directly input into survey software. In addition, some interviews were undertaken face-to-face on-street and in local community groups to consult with hard to reach residents.

The survey used a questionnaire that was developed by Enventure Research and Sandwell Council. Interviews took approximately 12 minutes for an interviewer to complete with a respondent. The questionnaire can be found in **Appendix 1**.

Interviewer shifts took place at different times, on both weekdays and weekends (including at peak times). In addition, interviews were undertaken at community events with residents from ethnic minority groups, with translation support provided where required.

Before launching the survey, the questionnaire was tested with a small number of residents, who were asked to take part and provide feedback on their experience. This helped ensure that the questionnaire was easy to understand, would elicit useful responses, was of a suitable length and that the questions were asked in a non-biased manner to collect valid and reliable data.

In total, **1,070 interviews** were completed, with research taking place from 14 July to 25 August 2022.

Sandwell was divided into six areas, known as the Towns, each having several wards. Quotas were set on these Towns as shown in **Figure 1**.

Figure 1 – Sandwell Towns and their council wards

Oldbury	Bristnall, Langley, Oldbury and Old Warley
Rowley Regis	Blackheath, Cradley Heath and Old Hill, Rowley and Tividale
Smethwick	Abbey, Smethwick, Soho and Victoria and St Pauls
Tipton	Great Bridge, Princes End and Tipton Green
Wednesbury	Friar Park, Wednesbury North and Wednesbury South
West Bromwich	Charlemont with Grove Vale, Great Barr with Yew Tree, Greets Green and Lyng, Hateley Heath, Newton and West Bromwich Central

Quotas for the survey were set on age group and gender based on mid-year population estimates for the district, and on ethnic group and disability based on the 2011 census, to provide a sample that was broadly representative in terms of those demographic characteristics.

Online survey

An online version of the same questionnaire used in the representative telephone and face-to-face survey was made available for residents to complete.

Respondent profile

The figures below show the respondent profiles for the survey.

Figure 2 shows the quota for each area and the number of completed interviews achieved in the representative survey.

Figure 2 – Number of interviews for the representative survey by Sandwell Town

Sandwell Town	Quota	Achieved no.	Achieved %
Oldbury	175	166	16%
Rowley Regis	168	189	18%
Smethwick	191	196	18%
Tipton	134	125	12%
Wednesbury	128	124	12%
West Bromwich	266	270	25%

Figure 3 shows quotas for gender, age group, disability and ethnic group and the breakdown of the achieved sample by those characteristics for the survey.

Figure 3 - Quotas for the representative survey

Characteristic	Quota	Achieved no.	Achieved %
Gender			
Male	520	500	47%
Female	540	561	52%
Other	-	1	0%
Prefer not to say	-	8	1%
Age			
18-24	120	106	10%
25-34	195	171	16%
35-44	196	201	19%
45-54	187	213	20%
55-64	157	154	14%
65-74	109	115	11%
75+	95	92	9%
Prefer not to say	-	18	2%
Physical or mental health condition			
Yes	-	250	23%
No	-	793	74%
Prefer not to say	-	27	3%
Ethnicity			
White, White Other	734	747	71%
Black, Asian & Minority	319	233	22%
Mixed	-	59	5%
Other	-	8	1%
Prefer not to say	-	23	2%

The full respondent profile for this survey can be found in **Section 5** of the report.

Based on an approximate total population of 341,900 in Sandwell (2021 Census, ONS), a sample of 1,070 respondents gives results that are accurate to approximately +/- 3.0% at the 95% confidence interval. This means with a result of 50%, we can be 95% sure that if we interviewed all residents then the result would be between 47.0% and 53.0%.

3.3 Acknowledgments

Enventure Research would like to thank Sarah Sprung, Simone Hines, Claire Sanderson and Harpreet Dhillon from Sandwell Council, and Brushstrokes Community Project for their help and cooperation on this project, and to express gratitude to everyone who took part in the research.

4. Research findings

4.1 Closing the budget gap

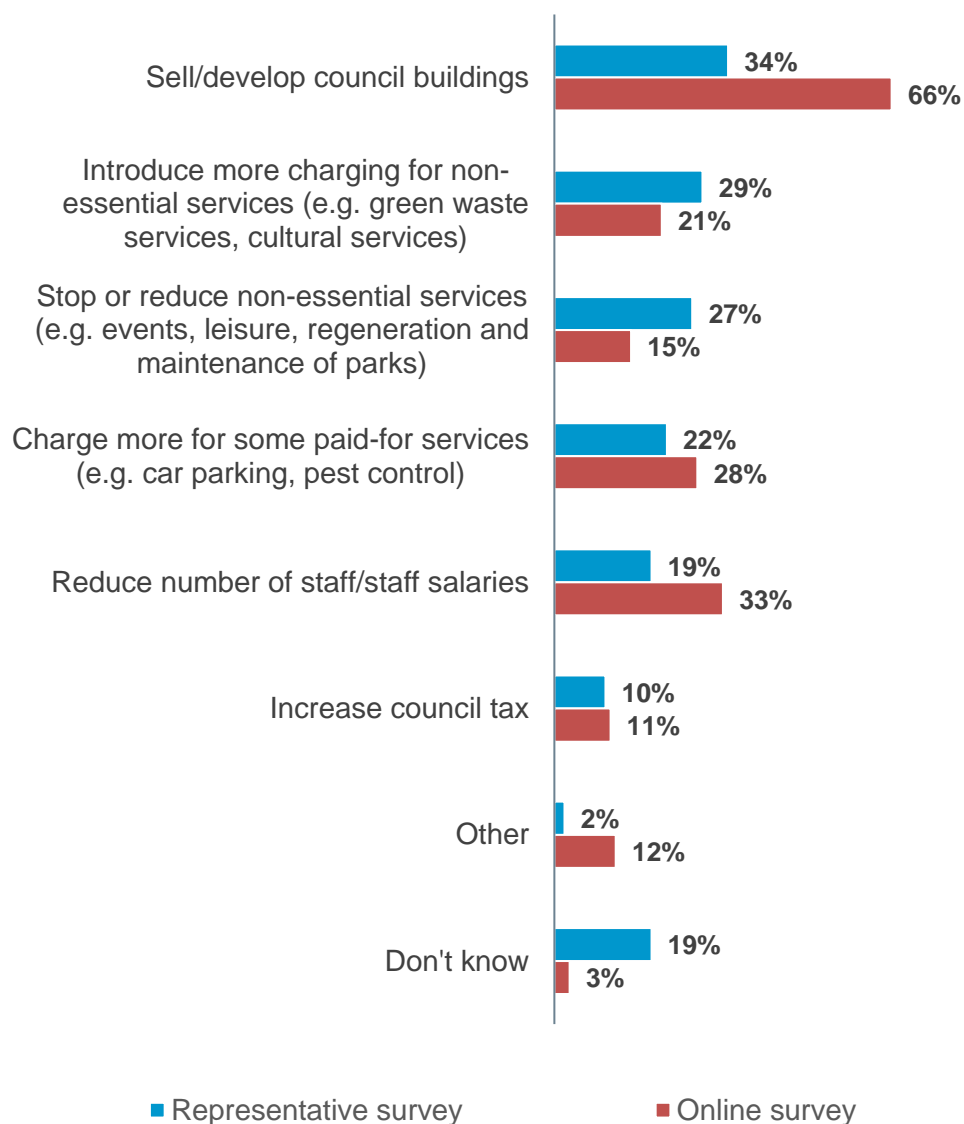
Survey respondents were asked to select from a list which options they would support to enable the Council to close the budget gap, and could select as many as applied.

As shown in **Figure 4**, respondents from both surveys were most likely to support *sell/develop Council buildings*, suggested by a third (34%) of representative survey respondents and two thirds (66%) of online survey respondents.

Representative survey respondents also frequently supported *introduce more charging for non-essential services* (29%) and *stop or reduce non-essential services* (27%), whilst online survey respondents were more likely to support *reduce number of staff/staff salaries* (33%) and *charge more for some paid-for services* (28%).

Figure 4 – Which of the following options would you support to enable the Council to close the budget gap?

Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **sell/develop council buildings** (34% overall) were:

- Aged 55-64 (39%) and 65-74 (40%) compared with those aged 18-24 (26%)
- Retired (42%) compared with those not working (other) (28%)

Subgroups most likely to suggest **introduce more charging for non-essential services** (29% overall) were:

- Living in Wednesbury (36%) or Rowley Regis (35%) compared with those living in West Bromwich (20%)
- Aged 65-74 (37%) compared with those aged 45-54 (22%)
- Retired (36%) compared with those not working (other) (21%)

Subgroups most likely to suggest **stop or reduce non-essential services** (27% overall) were:

- Living in Smethwick (34%) compared with those living in Oldbury (20%)
- Aged 35-44 (31%) compared with those aged 65-74 (17%)
- Black, Asian and Minority ethnic groups (32%) compared with White (25%)
- Those who did not have a physical or mental health condition (30%) compared with those who did (17%)

Online survey

Subgroups most likely to suggest **sell/develop council buildings** (66% overall) were:

- Living in West Bromwich (74%) or Oldbury (73%) compared with Rowley Regis (58%)
- Female (70%) compared with male (58%)

Subgroups most likely to suggest **reduce number of staff/staff salaries** (33% overall) were:

- Aged 65-74 (51%) compared with those aged 25-34 (25%) or 35-44 (27%)
- Retired (45%) compared with employed (29%)

Subgroups most likely to suggest **charge more for some paid-for services** (28% overall) were:

- Living in Smethwick (40%) compared with those living in Wednesbury (15%)
- Male (35%) compared with female (26%)

'Other' responses were thematically coded and are presented in **Figure 5**. As shown, the most common responses received in the representative survey were that *none* of the options were supported (6 responses) or that the Council should *stop wasting money* (4 responses).

Online survey respondents most frequently suggested *fewer managers/reduce staff salaries* (14 responses), *save money elsewhere/better manage budget* (8 responses), *reduce councillors/councillor spending* (6 responses), and *generate more income* (6 responses).

Figure 5 – Which of the following options would you support to enable the Council to close the budget gap? Other responses (coded)**Base: Representative survey – 17 / online survey – 63**

Response	Count	Percentage
Representative survey		
Nothing/none	6	35%
Stop wasting money	4	24%
A combination of all	1	6%
Reduce pension contribution	1	6%
Fewer bin collections	1	6%
Collect outstanding rent	1	6%
Spend less on translation services	1	6%
Remove corruption in council	1	6%
Free bus passes	1	6%
Online survey		
Fewer managers/reduce staff salaries	14	22%
Save money elsewhere/better manage budget	8	13%
Reduce councillors/councillor spending	6	10%
Generate more income	6	10%
Stop wasting money	5	8%
More enforcement/collect arrears/tackle fraud	4	6%
Fewer bin collections	3	5%
Offer more paid-for services	3	5%
More green investment	3	5%
Nothing/none	2	3%
Do more in-house	2	3%
Reduce benefits	2	3%
Lobby government for funding	1	2%
Increase taxes for high earners	1	2%
Refurbish instead of building new	1	2%
Other/unrelated comment/complaint	6	10%

4.2 Most valued services

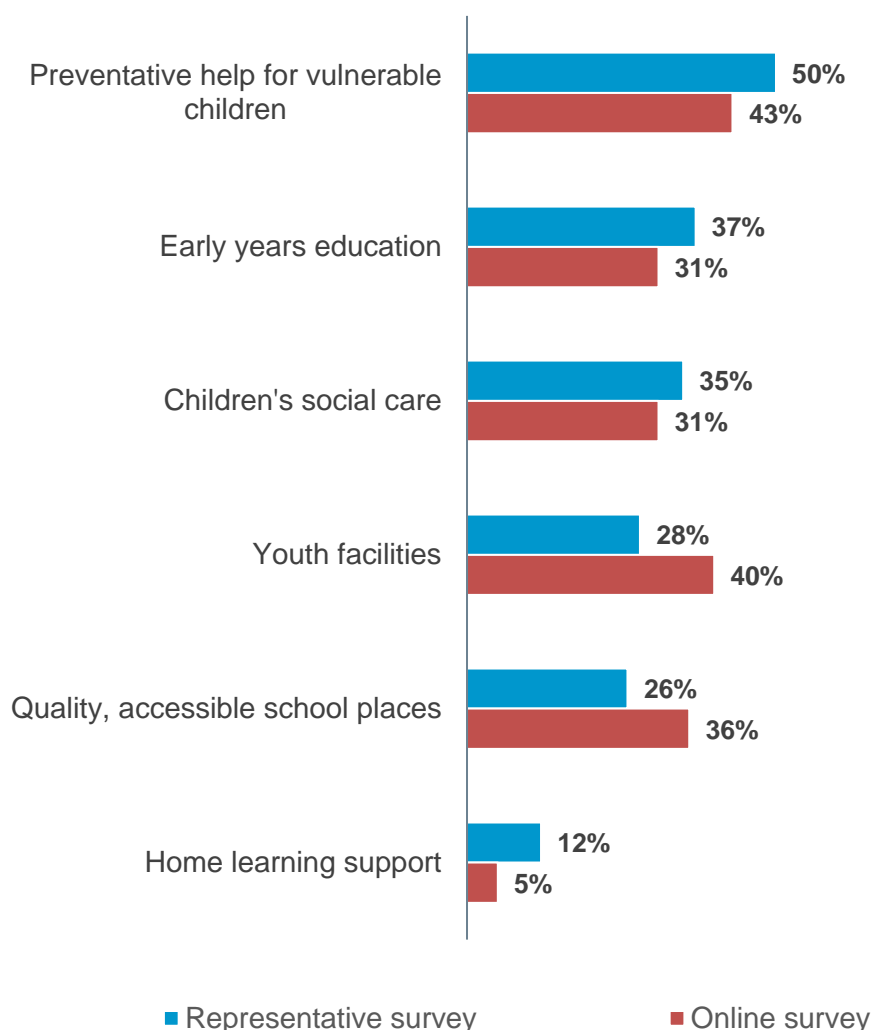
Sandwell Council has identified six different themes that feed into its corporate plan. Respondents were asked to state which areas of work in each theme they thought were most important, and were able to select up to two options.

Theme 1: The best start in life for children and young people

As shown in **Figure 6**, *preventative help for vulnerable children* was the most commonly suggested area in both surveys, identified by half (50%) of representative survey respondents and just over two in five (43%) online survey respondents.

Similar proportions in the representative survey suggested *early years education* (37%) and *children’s social care* (35%), whilst online survey respondents were more likely to suggest *youth facilities* (40%) and *quality, accessible school places* (36%).

Figure 6 – Theme 1: The best start in life for children and young people
Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **preventative help for vulnerable children** (50% overall) were:

- Living in Rowley Regis (58%) or Tipton (56%) compared with those living in West Bromwich (44%)
- Aged 25-34 (58%) compared with those aged 65-74 (39%)
- Employed (52%) compared with retired (43%)

Subgroups most likely to suggest **children's social care** (35% overall) were:

- Aged 65-74 (44%) or 75+ (47%) compared with those aged 25-34 (30%)

Online survey

Subgroups most likely to suggest **preventative help for vulnerable children** (43% overall) were:

- Living in Oldbury (53%) compared with those living in Wednesbury (33%)
- Female (48%) compared with male (34%)

Subgroups most likely to suggest **youth facilities** (40% overall) were:

- Living in Smethwick (43%) compared with those living in Oldbury (32%)

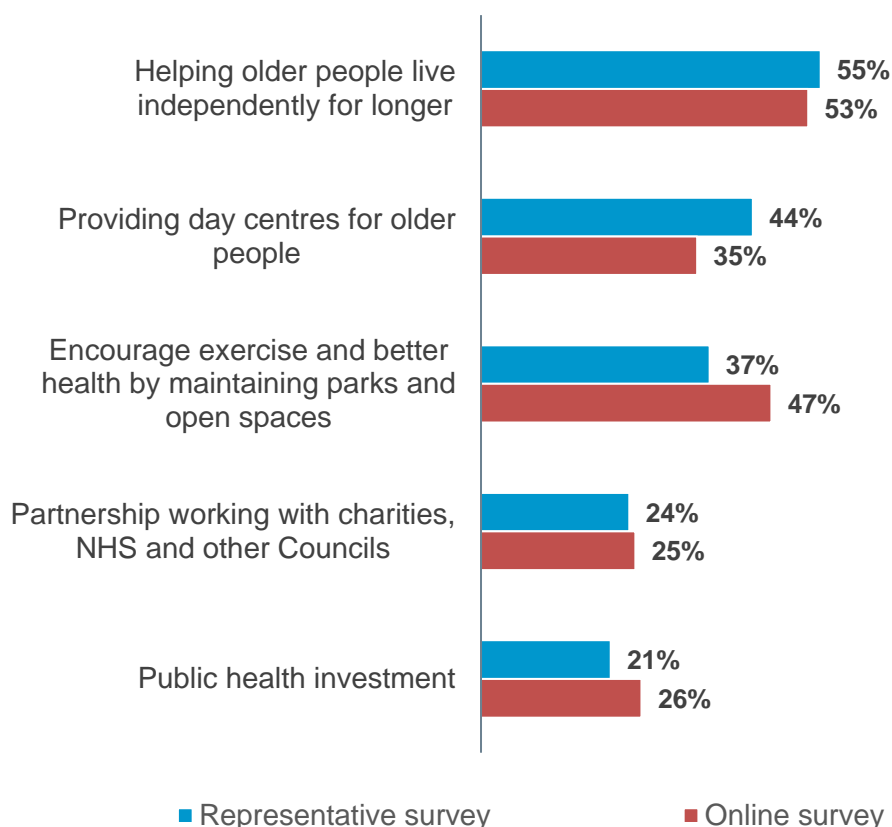
Subgroups most likely to suggest **quality, accessible school places** (36% overall) were:

- Those who did not have a physical or mental health condition (39%) compared with those who did (28%)

Theme 2: People live well and age well

Over half of respondents in both surveys identified *helping older people live independently for longer* as important (55% representative; 53% online). Over two in five (44%) representative survey respondents suggested *providing day centres for older people*, whilst 47% of online survey respondents mentioned *encourage exercise and better health by maintaining parks and open spaces*. These results are shown in **Figure 7**.

Figure 7 – Theme 2: People live well and age well
Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **helping older people live independently and for longer** (55% overall) were:

- Female (59%) compared with male (52%)
- Aged 65-74 (72%) or 75+ (68%) compared with younger age groups (40% to 56%)
- White (59%) compared with Black, Asian and Minority ethnic groups (47%)
- Those who had a physical or mental health condition (62%) compared with those who did not (54%)
- Retired (72%) compared with employed (50%)

Subgroups most likely to suggest **providing day centres for older people** (44% overall) were:

- Aged 25-34 (53%) compared with those aged 65-74 (37%) or 75+ (38%)
- Employed (49%) compared with retired (38%)

Subgroups most likely to suggest **encourage exercise and better health by maintaining parks and open spaces** (37% overall) were:

- Living in Wednesbury (46%) compared with those living in West Bromwich (32%)
- Male (41%) compared with female (34%)
- Aged 55-64 (46%) compared with those aged 25-34 (30%)

Subgroup analysis (cont.)

Online survey

Subgroups most likely to suggest **helping older people live independently and for longer** (53% overall) were:

- Aged 65-74 (74%) or 75+ (82%) compared with those aged under 45 (36% to 41%)
- Retired (73%) compared with not working (other) (48%) and employed (50%)

Subgroups most likely to suggest **encourage exercise and better health by maintaining parks and open spaces** (47% overall) were:

- Male (54%) compared with female (45%)
- Aged 25-34 (61%) compared with those aged 35-44 or 45-54 (both 45%)

Subgroups most likely to suggest **providing day centres for older people** (35% overall) were:

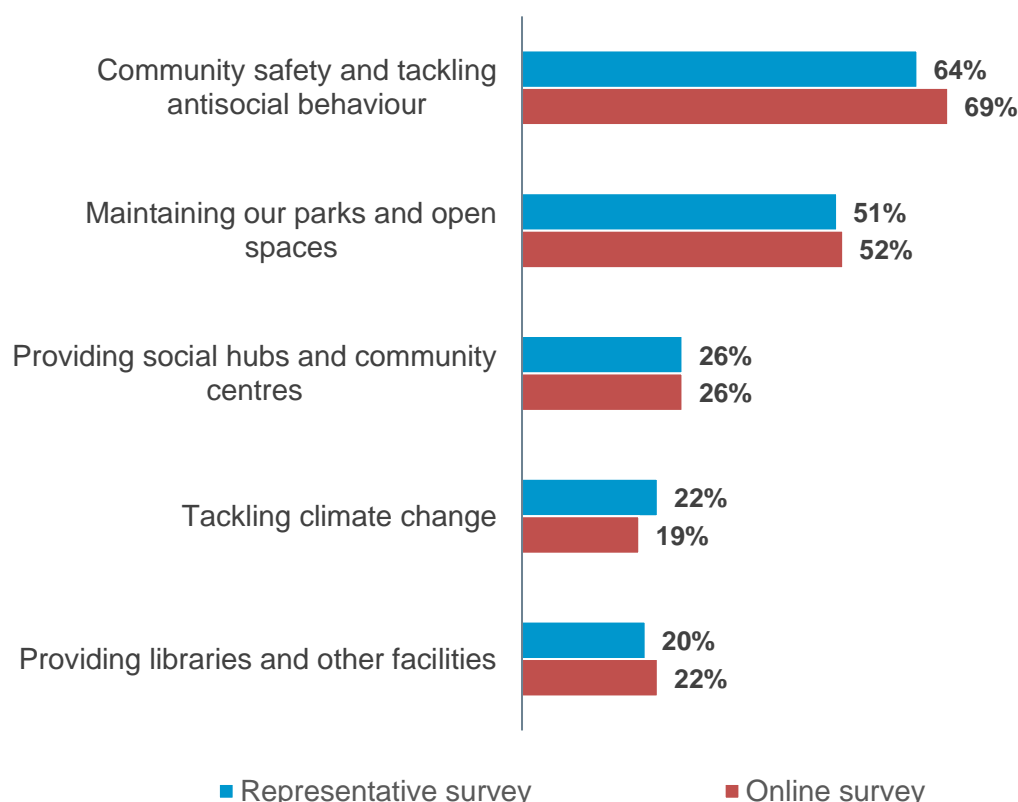
- Living in Wednesbury (46%) or West Bromwich (42%) compared with those living in Tipton (20%) or Oldbury (25%)
- Aged 35-44 (42%) or 45-54 (40%) compared with those aged 55-64 (26%)

Theme 3: Strong, resilient communities

Community safety and tackling antisocial behaviour was most frequently identified by respondents from both surveys (64% representative, 69% online). Over half (51% representative, 52% online) said *maintaining our parks and open spaces*, whilst a quarter (26% for both surveys) suggested *providing social hubs and community centres*. The full breakdown of responses is shown in **Figure 8**.

Figure 8 – Theme 3: Strong, resilient communities

Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **community safety and tackling antisocial behaviour** (64% overall) were:

- Living in West Bromwich (70%) compared with those living in Smethwick (56%)
- Aged 45-54 (71%) or 55-64 (73%) compared with those aged 18-24 (54%) or 75+ (53%)

Subgroups most likely to suggest **maintaining our parks and open spaces** (51% overall) were:

- Living in Oldbury (57%), Rowley Regis (56%) or Wednesbury (56%) compared with those living in West Bromwich (44%)
- Male (55%) compared with female (48%)
- Aged 75+ (63%) compared with those aged 55-64 (43%)
- White (53%) compared with Black, Asian and Minority ethnic groups (46%)
- Retired (59%) compared with those not working (other) (44%)

Subgroups most likely to suggest **providing social hubs and community centres** (26% overall) were:

- Living in Wednesbury (34%) compared with those living in West Bromwich (21%)
- Aged 25-34 (37%) compared with those aged 65-74 (19%) or 75+ (16%)
- Students (48%) compared with retired (17%)

Online survey

Subgroups most likely to suggest **maintaining our parks and open spaces** (52% overall) were:

- Living in West Bromwich (61%) compared with those living in Tipton (37%)
- Retired (60%) compared with those not working (other) (35%)

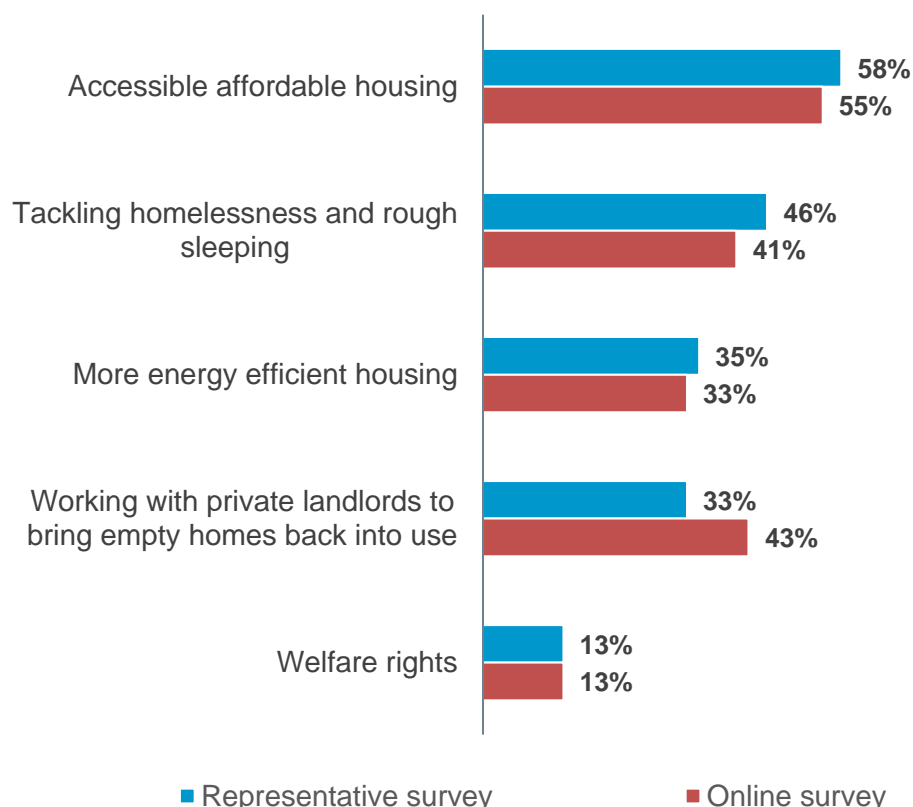
Subgroups most likely to suggest **providing social hubs and community centres** (26% overall) were:

- Those who had a physical or mental health condition (33%) compared with those who did not (24%)

Theme 4: Quality homes in thriving neighbourhoods

Accessible affordable housing was identified as one of the most important areas within this theme, suggested by over half of representative survey respondents (58%) and online survey respondents (55%). *Tackling homelessness and rough sleeping* was important for almost half (46%) of respondents in the representative survey, whilst online respondents were more likely to mention *working with private landlords to bring empty homes back into use* (43%). **Figure 9** presents these findings.

Figure 9 – Theme 4: Quality homes in thriving neighbourhoods
Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **accessible affordable housing** (58% overall) were:

- Aged 18-24 (72%), 25-34 (64%) or 35-44 (64%) compared with those aged 65-74 (48%) or 75+ (52%)
- Those who did not have a physical or mental health condition (60%) compared with those who did (52%)
- Unemployed (69%) or employed (62%) compared with those who were retired (48%)

Subgroups most likely to suggest **tackling homelessness and rough sleeping** (46% overall) were:

- Living in Tipton (53%) or Rowley Regis (51%) compared with those living in Smethwick (39%)
- Female (49%) compared to male (42%)

Subgroups most likely to suggest **more energy efficient housing** (35% overall) were:

- Living in Smethwick (43%) compared with those living in Rowley Regis (33%) and West Bromwich (33%)
- Male (38%) compared with female (32%)
- Aged 18-24 (40%) and 25-34 (40%) compared with those aged 65-74 (24%)
- Students (48%) and employed (37%) compared with those who were retired (29%)

Subgroup analysis (cont.)

Online survey

Subgroups most likely to suggest **accessible affordable housing** (55% overall) were:

- Aged 25-34 (66%) compared with those aged 65-74 (49%) and 75+ (35%)
- Students (83%) and employed (58%) compared with those not working (other) (39%)

Subgroups most likely to suggest **working with private landlords to bring empty homes back into use** (43% overall) were:

- Living in Tipton (57%) compared with those living in Smethwick (38%) and Wednesbury (33%)
- Aged 18-24 (79%) and 65-74 (53%) compared with those aged 25-34 (29%)

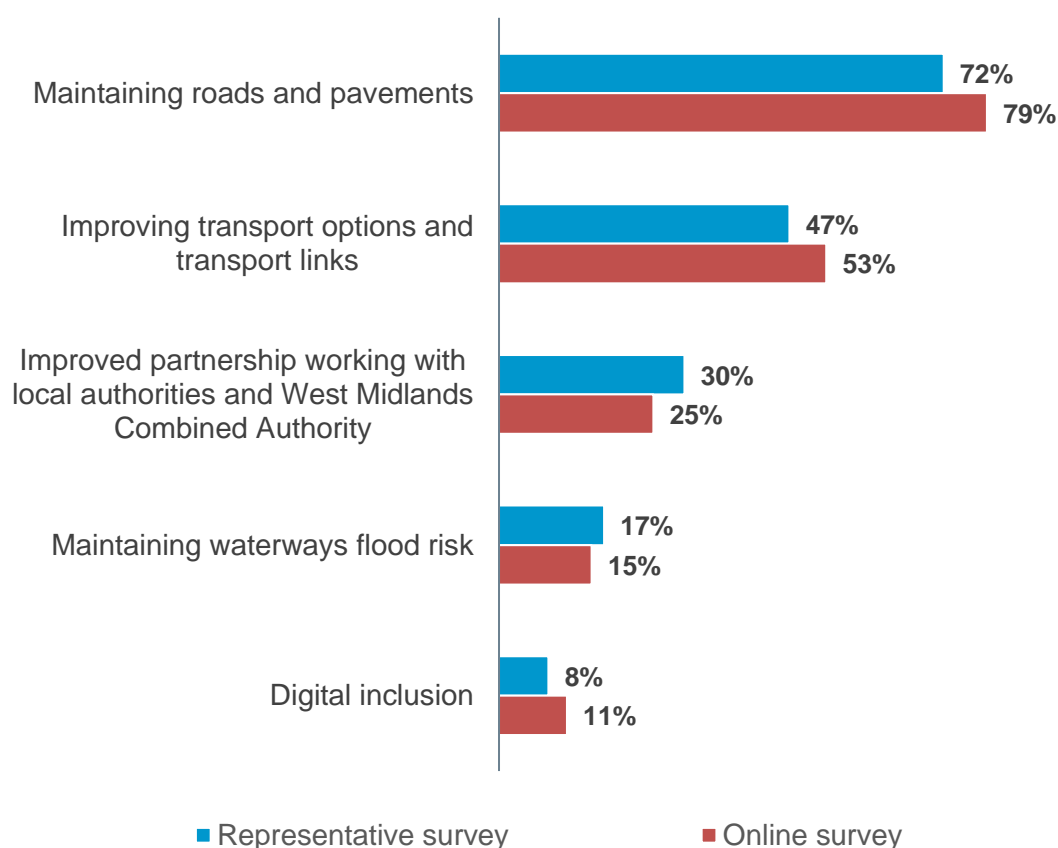
Subgroups most likely to suggest **tackling homelessness and rough sleeping** (41% overall) were:

- Living in Smethwick (46%) compared with those living in Tipton (22%)
- Female (44%) compared with male (34%)
- Black, Asian and Minority ethnic groups (57%) compared with White (39%)

Theme 5: A connected and accessible Sandwell

As shown in **Figure 10**, *maintaining roads and pavements* was the most commonly identified area, mentioned by 72% of representative survey respondents and 79% of online survey respondents. *Improving transport options and transport links* was important for 47% of representative survey respondents and 53% of online respondents.

Figure 10 – Theme 5: A connected and accessible Sandwell
Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **maintaining roads and pavements** (72% overall) were:

- Living in Oldbury (80%) compared with those living in Wednesbury (66%) and West Bromwich (70%)
- Aged 75+ (86%) and 55-65 (78%) compared with those aged 25-34 (63%) and 35-44 (66%)
- Those who had a physical or mental health condition (77%) compared with those who did not (70%)
- Retired (82%) compared with employed (69%)

Subgroups most likely to suggest **improving transport options and transport links** (47% overall) were:

- Living in Tipton (53%) compared with those living in Wednesbury (40%)
- Aged 65-74 (56%) compared with those aged 35-44 (42%) and 45-54 (43%)

Subgroups most likely to suggest **improved partnership working with local authorities and West Midlands Combined Authority** (30% overall) were:

- Living in Wednesbury (42%) compared with those living in Oldbury (23%) and West Bromwich (26%)
- Male (33%) compared with female (27%)
Aged 25-34 (43%) compared with those aged above 55 (17% to 24%)
Not working (other) (38%), unemployed (33%) and employed (33%) compared with retired (18%)

Online survey

Subgroups most likely to suggest **maintaining roads and pavements** (79% overall) were:

- Living in Rowley Regis (88%) and Wednesbury (89%) compared with those living in Smethwick (68%)

Subgroups most likely to suggest **improving transport options and transport links** (53%) were:

- Living in Smethwick (65%) compared with those living in Rowley Regis (42%)
- Female (56%) compared with male (46%)
- Aged 24-34 (64%) compared with those aged 35-44 (48%)

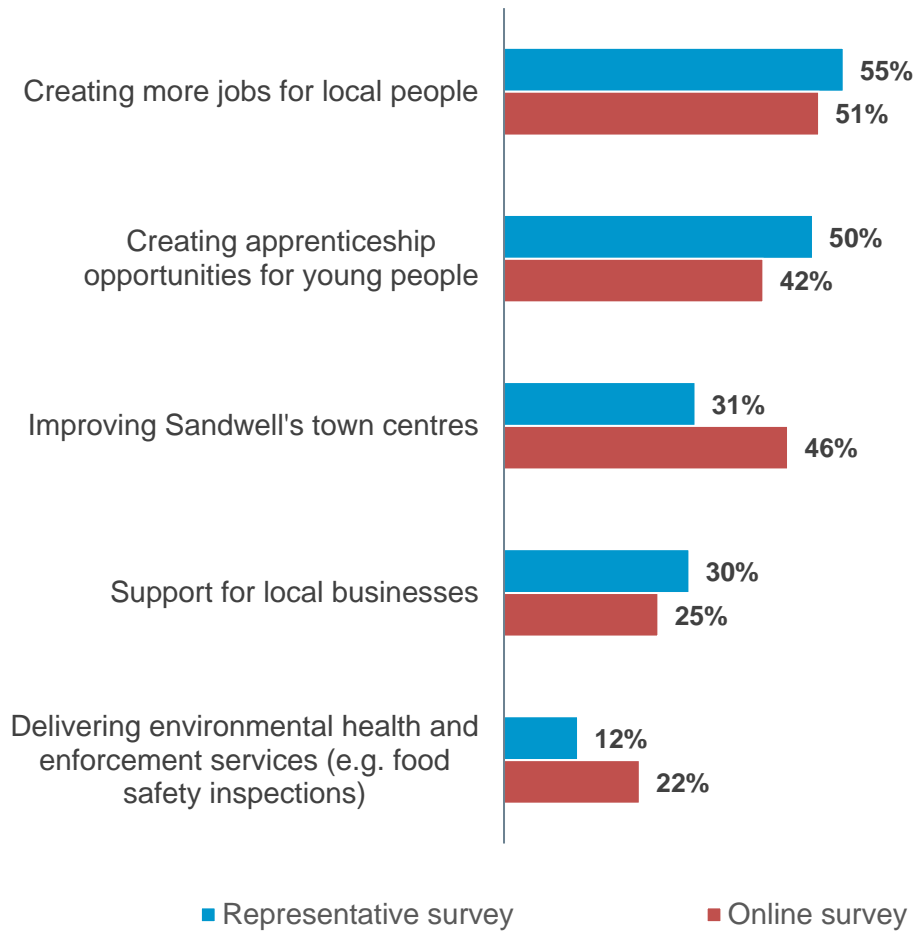
Subgroups most likely to suggest **improved partnership working with local authorities and West Midlands Combined Authority** (25% overall) were:

- Living in Tipton (35%) and Smethwick (34%) compared with those living in Rowley Regis (16%)
- Aged 18-24 (79%) compared with all other age groups (21% to 35%)
- Black, Asian and Minority ethnic groups (35%) compared with White (24%)

Theme 6: A strong and inclusive economy

Similar proportions in both surveys suggested *creating more jobs for local people* (55% representative; 51% online) and *creating apprenticeship opportunities for young people* (50% representative; 42% online). *Improving Sandwell's town centres* was suggested by a higher proportion of online respondents (46%) than representative survey respondents (31%). The full breakdown of responses is shown in **Figure 11**.

Figure 11 – Theme 6: A strong and inclusive economy
Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to suggest **creating more jobs for local people** (55% overall) were:

- Employed (58%) compared with retired (47%)

Subgroups most likely to suggest **creating apprenticeship opportunities for young people** (50% overall) were:

- Aged 65-74 (60%) compared with those aged 25-34 (46%)
- White (52%) compared with Black, Asian and Minority ethnic groups (44%)
- Retired (57%) compared with employed (48%)

Subgroups most likely to suggest **improving Sandwell's town centres** (31% overall) were:

- Living in Tipton (42%) compared with those living in West Bromwich (26%) and Smethwick (28%)
- Aged 65-74 (39%) compared with those aged 25-34 (27%)
- Not working (other) (38%) and retired (32%) compared with unemployed (17%)

Online survey

Subgroups most likely to suggest **creating more jobs for local people** (51% overall) were:

- Living in Smethwick (69%) compared with those living in Oldbury (43%), Rowley Regis (44%) and West Bromwich (48%)
- Female (54%) compared with male (45%)
- Aged 25-34 (61%) compared with those aged 65-74 (40%)
- Employed (54%) compared with retired (42%)

Subgroups most likely to suggest **improving Sandwell's town centres** (46% overall) were:

- Living in Wednesbury (61%), Rowley Regis (56%) and West Bromwich (51%) compared with Smethwick (29%)

Subgroups most likely to suggest **creating apprenticeship opportunities for young people** (42% overall) were:

- Aged 65-74 (49%) compared with those aged 25-34 (33%)
- Not working (other) (61%) compared with employed (40%)

4.3 Service provision

Respondents were asked which services they would expect or like to be provided at no cost to residents, and which services they would be happy to contribute towards financially. **Figures 12 and 13** present the responses from the representative and online surveys.

In both surveys, participants were most likely to expect *green waste* to be provided at no cost (66% representative, 81% online), followed by *library services* (63% representative, 58% online). Over half of respondents expected *adult social care services* to be provided at no cost, suggested by 58% in the representative survey and 51% in the online survey. *Cremation and burial* was suggested by a higher proportion of online survey respondents (53%) than representative survey respondents (36%).

Respondents were most willing to contribute financially towards *public shows and events* (74% representative; 82% online) and *sports and leisure facilities* (71% representative; 76% online). Over 50% of respondents in both surveys indicated that they would be willing to contribute towards *pest control services*, *car parking*, *cultural services* and *bulky waste item collections*.

Figure 12 – Which services would you expect or like to be provided at no cost to residents, and which services would you be happy to contribute towards?
Base: Representative survey – 1,070

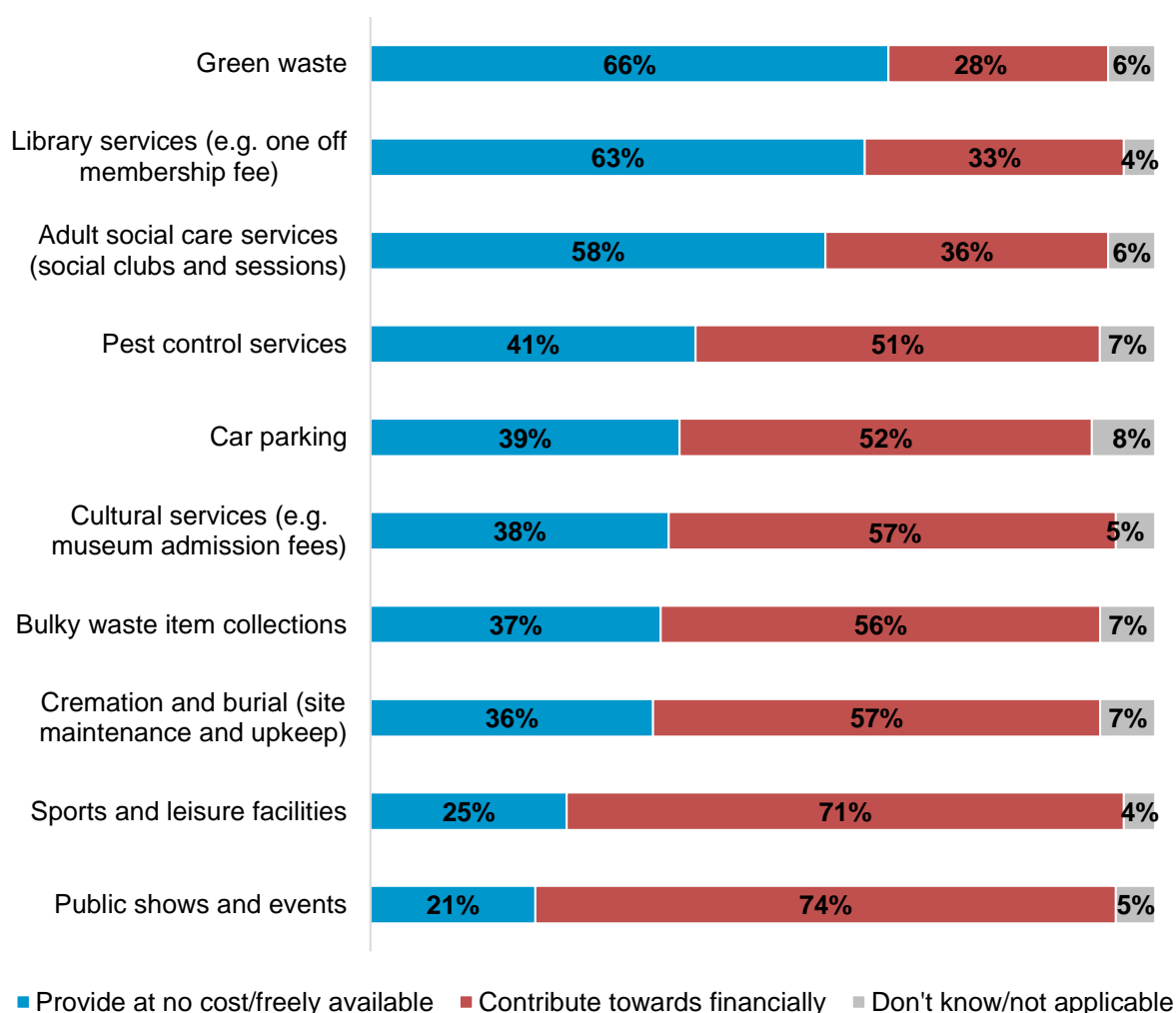
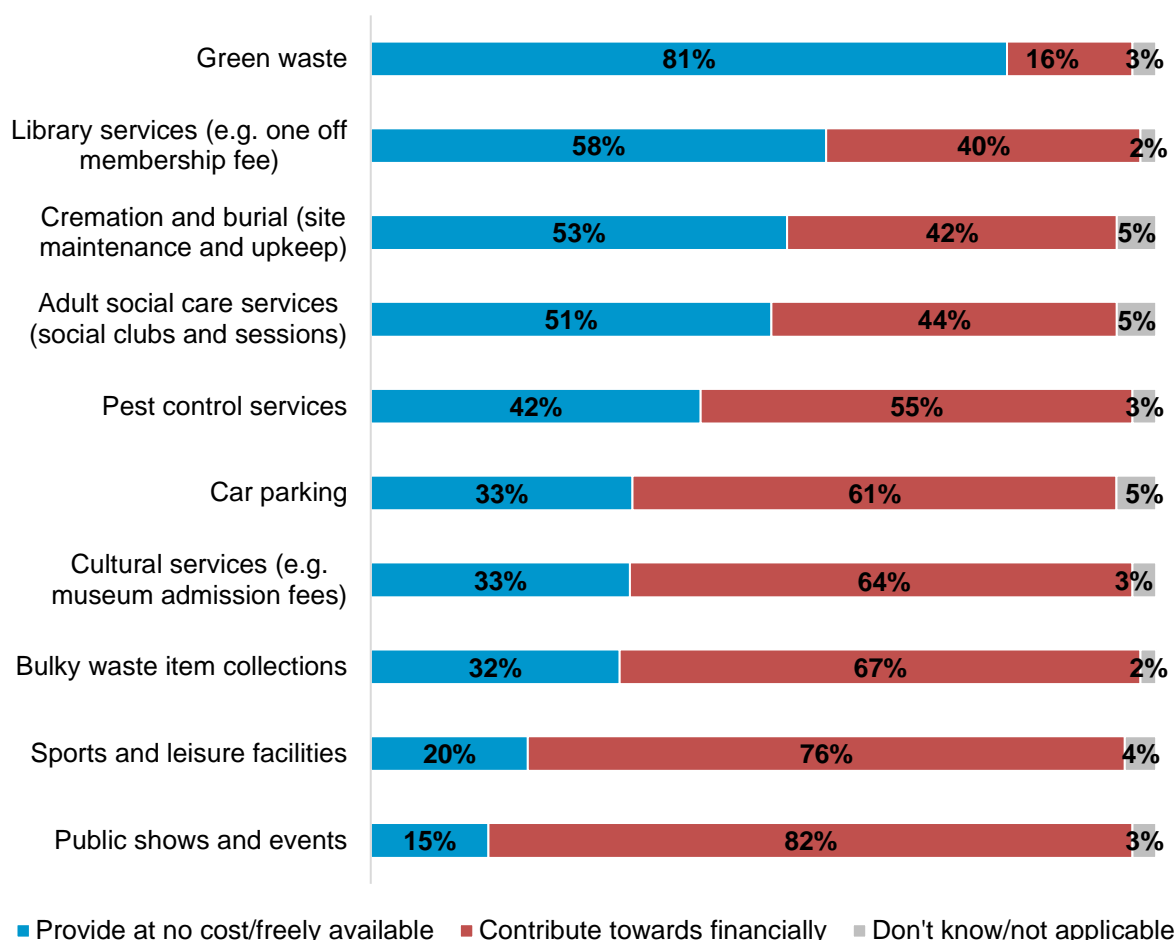


Figure 13 – Which services would you expect or like to be provided at no cost to residents, and which services would you be happy to contribute towards?

Base: Online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to expect or like **car parking** to be **provided at no cost/freely available** (39% overall) were:

- Living in Tipton (46%) and West Bromwich (44%) compared with those living in Smethwick (31%)
- Aged 55-64 (56%) and 65-74 (51%) compared with younger age groups (29% to 34%)
- Those who had a physical or mental health condition (51%) compared with those who did not (35%)
- Retired (48%) and not working (other) (49%) compared with employed (34%)

Subgroups most likely to be **willing to contribute financially** towards **bulky waste item collections** (56% overall) were:

- Living in Wednesbury (63%) compared with those living in West Bromwich (52%)
- Aged 25-34 (67%) and 45-54 (63%) compared with those aged 75+ (36%)
- Those who did not have a physical or mental health condition (59%) compared with those who did (48%)
- Employed (62%) compared with not working (other) (48%) and retired (43%)

Subgroup analysis (cont.)

Subgroups most likely to expect or like **green waste** to be **provided at no cost/freely available** (66% overall) were:

- Living in Wednesbury (73%) compared with those living in Oldbury (57%)
- Female (70%) compared with male (60%)
- Aged 65-74 (77%) and 75+ (73%) compared with those aged 25-34 (49%)
- White (67%) compared with Black, Asian and Minority ethnic groups (59%)
- Retired (77%) compared with students (48%), not working (other) (60%) and employed (63%)

Subgroups most likely to be **willing to contribute financially** towards **sports and leisure facilities** (71% overall) were:

- Living in Smethwick (76%) compared with those living in Rowley Regis (65%)
- White (74%) compared with Black, Asian and Minority ethnic groups (66%)
- Those who did not have a physical or mental health condition (76%) compared with those who did (61%)
- Employed (76%) compared with retired (63%) and not working (other) (63%)

Subgroups most likely to like or expect **library services** to be **provided at no cost/freely available** (63% overall) were:

- Living in West Bromwich (69%) compared with those living in Rowley Regis (55%)
- Aged 65-74 (74%) compared with those aged 18-24 (57%) and 25-34 (53%)
- Black, Asian and Minority ethnic groups (68%) compared with White (61%)
- Those who had a physical or mental health condition (69%) compared with those who did not (61%)

Subgroups most likely to be **willing to contribute financially** towards **cultural services** (57% overall) were:

- Living in Wednesbury (67%) compared with those living in West Bromwich (51%)
- Aged 25-34 (66%) compared with those aged 55-64 (49%) and 65-74 (50%)
- Those who did not have a physical or mental health condition (60%) compared with those who did (50%)

Subgroups most likely to like or expect **adult social care services** to be **provided at no cost/freely available** (58% overall) were:

- Female (60%) compared with male (54%)
- Aged 55+ (61% to 65%) compared with those aged 18-24 (42%) and 25-34 (47%)
- Those who had a physical or mental health condition (72%) compared with those who did not (54%)
- Retired (63%) and unemployed (61%) compared with students (38%)

Subgroups most likely to be **willing to contribute financially** towards **public events and shows** (74%) were:

- Living in Tipton (78%) compared with those living in Rowley Regis (68%)
- Aged 55-64 (80%) compared with those aged 18-24 (65%)
- Those who did not have a physical or mental health condition (75%) compared with those who did (71%)
- Employed (77%) compared with students (59%) and unemployed (63%)

Subgroup analysis (cont.)

Subgroups most likely to be **willing to contribute financially** towards **cremation and burial** (57% overall) were:

- Living in Oldbury (63%) compared with those living in West Bromwich (52%)
- Aged 45-54 (63%) compared with those aged 65-74 (50%)
- Employed (60%) compared with unemployed (44%) and not working (other) (48%)

Subgroups most likely to be **willing to contribute financially** towards **pest control services** (51% overall) were:

- Male (56%) compared with female (47%)
- Aged 18-24 (64%) compared with 55-64 (34%) and 75+ (34%)
- Those who did not have a physical or mental health condition (55%) compared with those who did (41%)
- Employed (57%) compared with not working (other) (43%) and retired (40%)

Online survey

Subgroups most likely to expect or like **car parking** to be **provided at no cost/freely available** (33% overall) were:

- Living in Wednesbury (46%) compared with those living in Rowley Regis (25%)

Subgroups most likely to be **willing to contribute financially** towards **bulky waste item collections** (67% overall) were:

- Living in Rowley Regis (74%), Wednesbury (74%) and Oldbury (73%) compared with those living in Smethwick (55%)
- White (69%) compared with Black, Asian and Minority ethnic groups (53%)

Subgroups most likely to expect or like **green waste** to be **provided at no cost/freely available** (81% overall) were:

- Living in Rowley Regis (85%) compared with those living in Tipton (71%)
- Aged 75+ (94%) compared with those aged 18-24 (57%)
- Not working (other) (94%) compared with unemployed (60%)

Subgroups most likely to be **willing to contribute financially** to **sports and leisure facilities** (76% overall) were:

- Living in Tipton (90%) compared with those living in West Bromwich (70%)
- Aged 45-54 (81%) compared with those aged 75+ (53%)
- White (78%) compared with Black, Asian and Minority ethnic groups (68%)

Subgroups most likely to expect or like **library services** to be **provided at no cost/freely available** (58% overall) were:

- Aged 35-44 (67%) compared with those aged 45-54 (49%)
- Black, Asian and Minority ethnic groups (68%) compared with White (56%)

Subgroups most likely to expect or like **adult social care services** to be **provided at no cost/freely available** (51% overall) were:

- Not working (other) (77%) compared with employed (48%)

Subgroups most likely to be **willing to contribute financially** towards **public shows and events** (82% overall) were:

- White (84%) compared to Black, Asian and Minority ethnic groups (73%)

Subgroup analysis (cont.)

Subgroups most likely to expect or like **cremation and burial** to be **provided at no cost/freely available** (53% overall) were:

- Aged 55-64 (61%) compared with those aged 35-44 (48%)

Subgroups most likely to be **willing to contribute financially** towards **pest control services** (55% overall) were:

- Living in Tipton (67%), Wednesbury (63%) and Rowley Regis (61%) compared with those living in Smethwick (43%)
- Those who did not have a physical or mental health condition (58%) compared with those who did (49%)
- Employed (60%) compared with retired (45%) and not working (other) (32%)

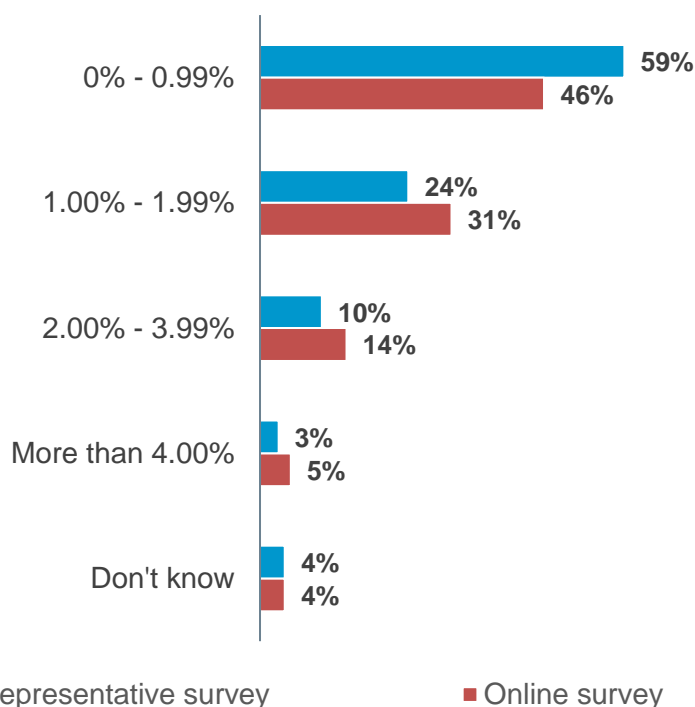
4.4 Council tax

Taking into consideration the financial challenges the Council is facing, respondents were asked what they considered to be a reasonable council tax increase to enable the Council to provide the current level of service. **Figure 14** presents these results.

The most common response in both surveys was 0%-0.99%, suggested by three in five (59%) representative survey respondents and almost half (46%) of online respondents. Similar proportions felt that an increase of 1.00%-1.99% would be reasonable (24% representative; 31% online). Only small proportions felt that an increase of 2.00% or higher would be reasonable.

Figure 14 – Taking into consideration the financial challenge the Council is facing, what would you consider to be a reasonable council tax increase to enable it to provide the current level of service?

Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to be **willing to pay 0%-0.99%** (59% overall) were:

- Those aged under 65 (60% to 67%) compared with older age groups (65-74 – 41%; 75+ – 51%)
- Unemployed (80%) compared with retired (46%)

Subgroups most likely to be **willing to pay 1.00%-1.99%** (24% overall) were:

- Female (27%) compared with male (20%)

Subgroups most likely to be **willing to pay 2.00%-3.99%** (10% overall) were:

- Living in Smethwick (15%) compared with those living in Tipton (6%), Oldbury (8%), Rowley Regis (8%) and West Bromwich (9%)
- Aged 65-74 (22%) compared with younger age groups (6% to 9%)
- Retired (18%) compared with not working (other) (7%) and employed (8%)

Subgroups most likely to be **willing to pay more than 4.00%** (3% overall) were:

- Male (5%) compared with female (2%)
- Aged 75+ (8%)
- Retired (7%) compared with employed (3%)

Online survey

Subgroups most likely to be **willing to pay 0%-0.99%** (46% overall) were:

- Aged 45-54 (52%) compared with those aged 65-74 (35%)
- Black, Asian and Minority ethnic groups (52%) compared with White (44%)
- Employed (48%) compared with retired (37%)

Subgroups most likely to be **willing to pay 2.00%-3.99%** (14% overall) were:

- Living in Oldbury (19%) and Smethwick (17%)
- Male (19%) compared with female (12%)

Subgroups most likely to be **willing to pay more than 4.00%** (5% overall) were:

- Male (9%) compared with female (3%)

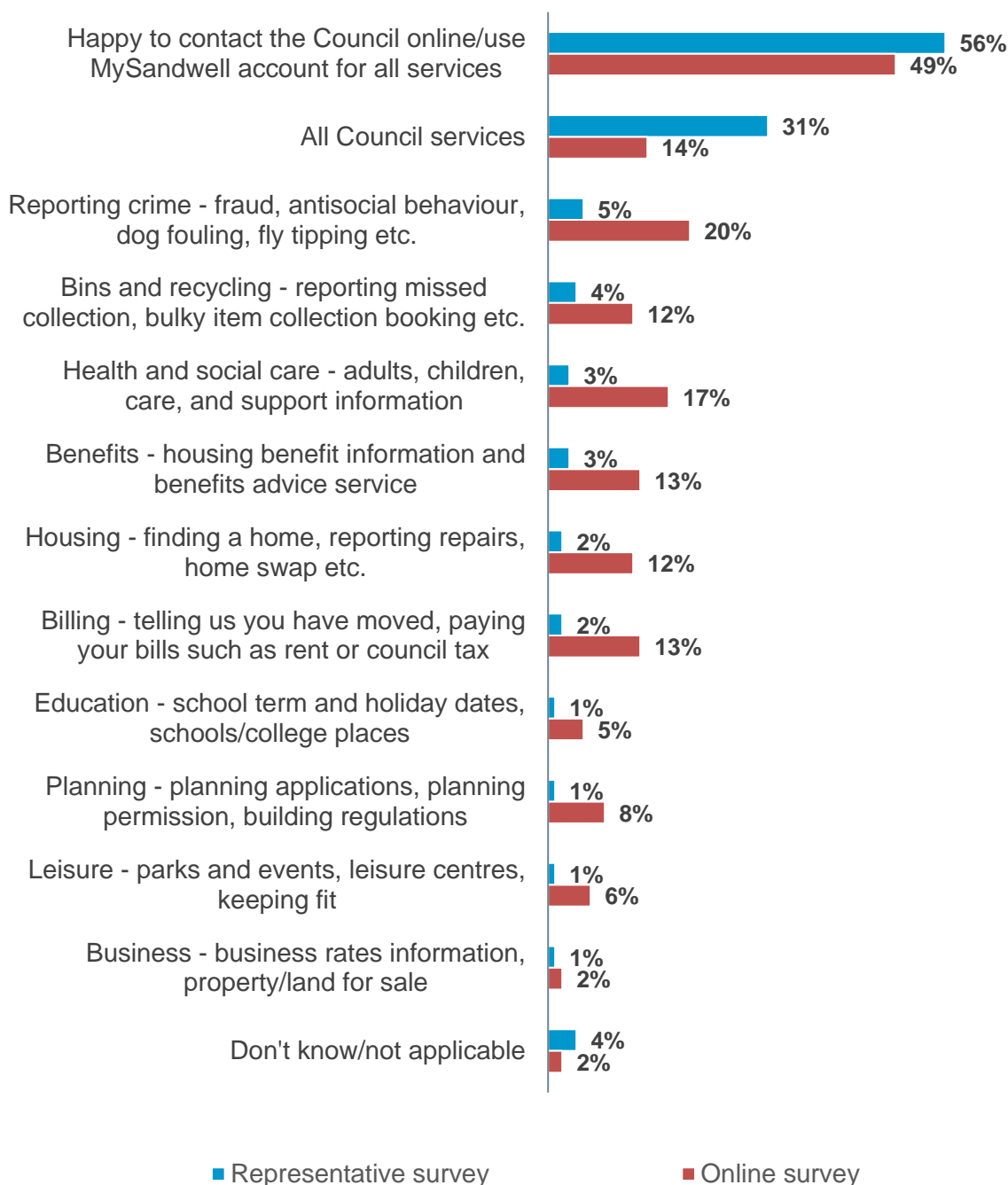
4.5 Accessing services online

Sandwell residents are able to access Council services in-person, by telephone or online. Survey respondents were asked which, if any, services they would prefer to access in-person or via telephone. **Figure 15** presents the responses from both surveys.

Respondents most frequently answered that they would be *happy to contact the Council online/use MySandwell account for all services* (56% representative, 49% online), however over three in ten (31%) representative survey respondents said that they would prefer to access *all council services* in-person or via telephone. All other services listed were selected by higher proportions of online respondents than representative survey respondents.

Figure 15 – Are there any services that you would prefer to access in-person or on the telephone?

Base: Representative survey – 1,070 / online survey – 577



Subgroup analysis

Representative survey

Subgroups most likely to be **happy to contact the Council online/use MySandwell account for all services** (56% overall) were:

- Living in Wednesbury (61%) compared with those living in Tipton (49%)
- Aged between 25 and 54 (60% to 71%) compared with those aged over 55 (33% to 45%)
- Black, Asian and Minority ethnic groups (63%) compared with White (53%)
- Those who did not have a physical or mental health condition (60%) compared with those who did (42%)
- Employed (63%) compared with retired (38%) and not working (other) (47%)

Subgroups most likely to suggest **all council services** (31% overall) were:

- Living in Rowley Regis (38%) compared with those living in Wednesbury (25%) and Smethwick (28%)
- Female (35%) compared with male (27%)
- Aged over 55 (40% to 57%) compared with those aged under 45 (19% to 21%)
- White (34%) compared with Black, Asian and Minority ethnic groups (23%)
- Those who had a physical or mental health condition (47%) compared with those who did not (26%)
- Retired (55%) and not working (other) (38%) compared to employed (24%) and unemployed (26%)

Subgroups most likely to suggest **reporting crime** (5% overall) were:

- Living in Oldbury (8%) compared with those living in Smethwick (3%)
- Aged 25-34 (9%)
- Black, Asian and minority ethnic groups (7%) compared with White (4%)

Subgroups most likely to suggest **bins and recycling** (4% overall) were:

- Living in Tipton (8%)
- Aged 25-34 (7%)

Subgroups most likely to suggest **health and social care** (3% overall) were:

- Living in Tipton (6%)

Subgroups most likely to suggest **benefits** (3% overall) were:

- Living in Tipton (6%)

Online survey

Subgroups most likely to be **happy to contact the Council online/use MySandwell account for all services** (49% overall) were:

- Living in Smethwick (65%) compared with those living in Wednesbury (41%), Rowley Regis (46%) and West Bromwich (48%)
- Employed (53%)

Subgroups most likely to suggest **reporting crime** (20% overall) were:

- Aged 75+ (41%) and 65-74 (33%) compared with those aged 25-34 (11%)
- Retired (34%) compared with employed (17%)

Subgroup analysis (cont.)

Subgroups most likely to suggest **health and social care** (17% overall) were:

- Aged 75+ (35%) and 65-74 (26%) compared with those aged 55-64 (12%)
- Those who had a physical or mental health condition (23%) compared with those who did not (15%)
- Retired (25%) compared with employed (14%)

Subgroups most likely to suggest **all council services** (14% overall) were:

- Living in Tipton (20%) compared with those living in Rowley Regis (8%) and Smethwick (8%)

Subgroups most likely to suggest **benefits** (13% overall) were:

- Living in Wednesbury (20%)
- Aged 65-74 (19%) compared with those aged 25-34 (8%)
- Those who had a physical or mental health condition (23%) compared with those who did not (9%)

Subgroups most likely to suggest **billing** (13% overall) were:

- Aged 65-74 (23%) compared with those aged between 25 and 64 (10% to 11%)

Subgroups most likely to suggest **housing** (12% overall) were:

- Living in Rowley Regis (17%) and Wednesbury (17%)
- Those who had a physical or mental health condition (20%) compared with those who did not (9%)
- Not working (other) (26%) compared with employed (11%) and retired (11%)

Subgroups most likely to suggest **bins and recycling** (12% overall) were:

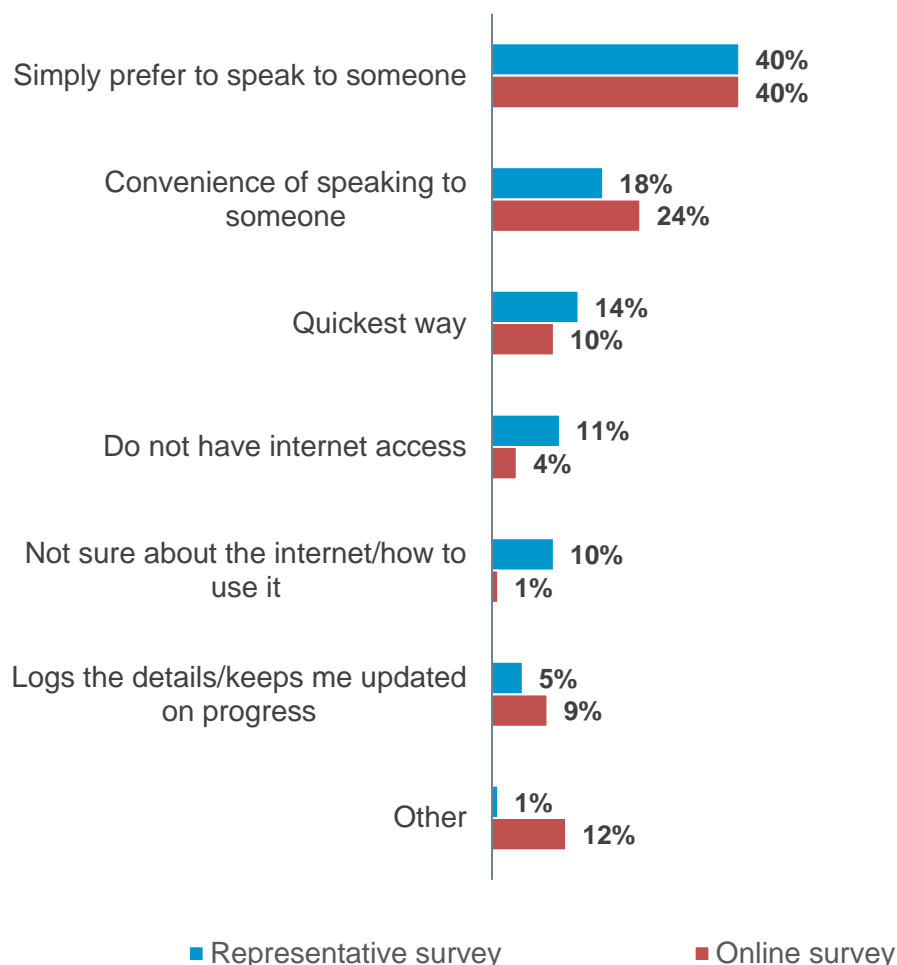
- Living in Rowley Regis (20%) compared with those living in Oldbury (9%) and West Bromwich (7%)
- Aged 65-74 (21%) and 75+ (29%) compared with those aged 25-34 (6%)
- Retired (20%) compared with employed (10%)

Subgroups most likely to suggest **planning** (8% overall) were:

- Male (13%) compared with female (6%)

Those who said they would prefer to contact the Council in-person or by telephone for any of the services listed were asked to explain the reason for this preference. Four in ten (40%) respondents from both surveys said that they *simply prefer to speak to someone*, with the next most common response being the *convenience of speaking to someone* (18% representative; 24% online). The range of responses received is shown in **Figure 16**.

Figure 16 – Why would you prefer to contact the Council in-person or by telephone?
Base: Representative survey – 422 / online survey – 280



'Other' responses were thematically coded and are presented in **Figure 17**. In both surveys, the most common other response was that speaking to someone in-person or via telephone was *better/easier for complex issues* (2 responses in the representative survey and 8 responses in the online survey).

Other common online survey responses included being *more likely to get a response* (7 responses), feeling *reassured* or being treated with *empathy* (3 responses) and that there were *not enough options or choices online* (3 responses).

**Figure 17 – Why would you prefer to contact the Council in-person or by telephone?
Other responses (coded)**

Base: Representative survey –5 / online survey – 32

Response	Count	Percentage
Representative survey		
Better/easier for complex issues	2	40%
Better to have more options	1	20%
Portal doesn't work properly	1	20%
Not enough information online	1	20%
Online survey		
Better/easier for complex issues	8	25%
More likely to get a response/online cases not answered	7	22%
Empathy/reassurance when speaking to a person	3	9%
Not enough options/choices online	3	9%
Online doesn't work properly/poorly designed	2	6%
Can't get through on telephone	2	6%
Difficult to navigate/not user friendly	2	6%
Vulnerable people need in person/telephone	2	6%
Personal preference	2	6%
Need to have various options	2	6%
Able to ask questions/seek further guidance	1	3%
More flexibility when speaking to a person	1	3%
Require quick/immediate response	1	3%
Websites not always secure	1	3%
Language barrier	1	3%
No-one to help	1	3%
Other/unrelated comment	1	3%

Subgroup analysis

Representative survey

Subgroups most likely to suggest they **simply prefer to speak to someone** (40% overall) were:

- Living in Oldbury (53%) and West Bromwich (47%) compared with those living in Smethwick (29%) and Rowley Regis (33%)
- Aged between 45 and 74 (47% to 49%) with those aged 75+ (20%)

Subgroup analysis (cont.)

Subgroups more likely to suggest the **convenience of speaking to someone** (18% overall) were:

- Aged 25-34 (25%) compared with those aged 65-74 (11%) and 75+ (9%)
- Those who did not have a physical or mental health condition (21%) compared with those who did (12%)
- Unemployed (35%) and employed (22%) compared with retired (9%)

Subgroups most likely to suggest it was the **quickest way** (14% overall) were:

- Living in Smethwick (21%) compared with those living in West Bromwich (9%)
- Aged under 55 (19% to 35%)
- Those who did not have a physical or mental health condition (18%) compared with those who did (8%)
- Unemployed (30%) and employed (21%)

Subgroups most likely to **not have access to the internet** (11% overall) were:

- Aged 75+ (45%) and 65-74 (16%)
- White (13%) compared with Black, Asian and Minority ethnic groups (4%)
- Those who had a physical or mental health condition (17%) compared with those who did not (7%)
- Retired (30%)

Subgroups most likely to say they were **not sure about the internet/how to use it** (10% overall) were:

- Aged 75+ (25%) and 65-74 (21%)
- Retired (18%) compared with employed (5%)

Subgroups more likely to suggest **logs the details/keeps me updated on progress** (5% overall) were:

- Aged 18-24 (15%) and 25-34 (11%)
- Unemployed (15%)

Online survey

Subgroups most likely to suggest they **simply prefer to speak to someone** (40% overall) were:

- Living in Wednesbury (60%) compared with those living in Tipton (29%), Smethwick (30%) and West Bromwich (32%)
- Retired (49%) compared with employed (34%)

Subgroups more likely to suggest the **convenience of speaking to someone** (24% overall) were:

- Living in West Bromwich (34%)

Subgroups most likely to suggest it was the **quickest way** (10% overall) were:

- Those who did not have a physical or mental health condition (12%) compared with those who did (4%)

Subgroups most likely to **not have internet access** (4% overall) were:

- Living in Rowley Regis (9%)

4.6 Doing things differently

Finally, respondents were asked if there was anything else they would like to suggest that the Council could do to help with making the required savings, and were able to enter their response as free text. Responses received to this question in both surveys have been thematically coded and are presented in **Figure 18**.

In both the representative and the online surveys, the most common response received was that the Council should *stop wasting money or work more efficiently* (16% representative; 28% online). *No unnecessary spending/cut back on non-essentials* was suggested by 13% of representative survey respondents and 17% of online respondents. Other common responses included *reduce staff/managers/salaries* (11% representative; 17% online) and *sort problems quickly/more prevention* (6% representative; 10% online).

Figure 18 – Is there anything else you would like to suggest that the Council could do to help with making the required savings?

Base: Representative survey – 364 / online survey – 306

Response	Count	Percentage
Representative survey		
Stop wasting money/work more efficiently	57	16%
No unnecessary spending/cut back on non-essentials	46	13%
Reduce staff/managers/salaries	40	11%
Sort problems quickly/more prevention	23	6%
Improve safety/reduce crime/more police	18	5%
More housing/better access to housing	17	5%
Introduce/increase charges for some services	17	5%
Use empty properties	16	4%
Help people into work/encourage apprenticeships	14	4%
Better communication/listen to residents	14	4%
Support residents/those who need it	14	4%
More activities for children/young people	13	4%
Reduce litter/improve cleanliness	12	3%
Partnerships with local community/businesses	11	3%
Reduce benefits	11	3%
Shared services/jobs	10	3%
Improve town centres/fill empty shops	10	3%
Don't increase council tax/reduce council tax	10	3%
Generate income	8	2%
Better/more efficient staff	8	2%
Reduce councillors/expenses	8	2%
Do more in-house/stop subcontracting	8	2%
Sell unused buildings/land	8	2%

Response	Count	Percentage
Representative survey (cont.)		
More enforcement/collect arrears/tackle fraud	7	2%
Improve/invest more in services	7	2%
Encourage more volunteering	6	2%
Fewer bin collections	6	2%
Increase taxes for high earners/more means testing	6	2%
Cost of living support	6	2%
Invest in schools/education	5	1%
Make energy savings/reduce street lighting	5	1%
Don't make cutbacks	4	1%
Encourage visitors/tourism	4	1%
Invest in/encourage use of public transport	4	1%
Stop building	4	1%
Support businesses/encourage business	3	1%
Increase council tax	3	1%
Help the homeless	3	1%
More green initiatives/investment	3	1%
Cut back free nursery places	2	1%
Preserve/maintain green space	2	1%
Online survey		
Stop wasting money/work more efficiently	87	28%
Reduce staff/managers/salaries	51	17%
Sort problems quickly/more prevention	29	10%
No unnecessary spending/cut back on non-essentials	28	9%
More enforcement/collect arrears/tackle fraud	27	9%
Reduce councillors/expenses	25	8%
Better/more efficient staff	23	8%
Introduce/increase charges for some services	21	7%
Better communication/listen to residents	19	6%
Encourage volunteering	17	6%
Improve/invest more in services	17	6%
Do more in-house/stop subcontracting	16	5%
Use empty properties	16	5%
Reduce litter/improve cleanliness	16	5%
Preserve/maintain green space	15	5%
Generate income/fundraise	14	5%
Improve safety/reduce crime/more police	13	4%
Help people into work/encourage apprenticeships	12	4%

Response	Count	Percentage
Online survey (cont.)		
Sell unused buildings/land	12	4%
Do more things online/invest in technology	11	4%
More housing/better access to housing	11	4%
Partnership with local community/business	10	3%
Shared services/jobs	10	3%
Don't increase council tax/reduce council tax	10	3%
More green initiatives/investment	10	3%
Support residents/those who need it	9	3%
Reduce benefits	8	3%
Invest in schools/education	8	3%
More activities for children/young people	8	3%
More transparency	8	3%
Not all can use online services	7	2%
Fewer bin collections	7	2%
Increase taxes for high earners/more means testing	7	2%
Don't make cutbacks	7	2%
Cost of living support	6	2%
Make energy savings/reduce street lighting	6	2%
Lobby government	4	1%
Encourage visitors/tourism	4	1%
Improve town centres/fill empty shops	4	1%
Increase council tax	4	1%
Online service/website improvements needed	4	1%
Support businesses/encourage business	3	1%
Help the homeless	3	1%
Reduce childcare costs	3	1%
Invest in/encourage use of public transport	3	1%
Complaint about consultation/survey	3	1%
Libraries are a statutory service – cannot be charged for	2	1%

5. Detailed respondent profile

Figure 19 presents the respondent profile for the representative and online surveys.

Figure 19 – Respondent profile

Base: Representative survey – 1,070 / online survey – 577

Characteristic	Representative survey		Online survey	
	Count	Percentage	Count	Percentage
Ward				
Abbey	99	9%	32	6%
Blackheath	36	3%	16	3%
Bristnall	29	3%	18	3%
Charlemont with Grove Vale	31	3%	17	3%
Cradley Heath and Old Hill	5	0%	23	%
Friar Park	26	2%	14	2%
Great Barr with Yew Tree	13	1%	14	2%
Great Bridge	25	2%	14	2%
Greets Green and Lyng	47	4%	17	3%
Hateley Heath	53	5%	18	3%
Langley	31	3%	24	4%
Newton	18	2%	17	3%
Old Warley	38	4%	29	5%
Oldbury	68	6%	31	5%
Princes End	50	5%	18	3%
Rowley	113	11%	23	4%
Smethwick	46	4%	15	3%
Soho and Victoria	32	3%	11	2%
St Pauls	19	2%	7	1%
Tipton Green	50	5%	17	3%
Tividale	35	3%	27	5%
Wednesbury North	32	3%	16	3%
Wednesbury South	66	6%	16	3%
West Bromwich Central	108	10%	13	2%
Unmatched	-	-	130	23%
Gender				
Male	500	47%	167	29%
Female	561	52%	379	66%
Other	1	0%	2	0%
Prefer not to say	8	1%	29	5%

Characteristic	Representative survey		Online survey	
	Count	Percentage	Count	Percentage
Age group				
18 - 24	106	10%	14	2%
25 - 34	171	16%	80	14%
35 - 44	201	19%	132	23%
45 - 54	213	20%	134	23%
55 - 64	154	14%	122	21%
65 - 74	115	11%	57	10%
75+	92	9%	17	3%
Prefer not to say	18	2%	21	4%
Physical or mental health condition or illness				
Yes	250	23%	152	26%
No	793	74%	369	64%
Prefer not to say	27	3%	56	10%
Ethnic group				
White - English/Welsh/Scottish/Northern Irish/British	712	67%	444	77%
White - Irish	7	1%	1	0%
White - Gypsy or Traveller	1	0%	-	-
White - Any other White background	27	3%	13	2%
Mixed - Black Caribbean & White	26	2%	6	1%
Mixed - Black African & White	16	1%	-	-
Mixed - Asian & White	11	1%	3	1%
Mixed - Any other Mixed background	6	1%	1	0%
Asian/Asian British - Indian	103	10%	24	4%
Asian/Asian British - Pakistani	39	4%	9	2%
Asian/Asian British - Bangladeshi	14	1%	7	1%
Asian/Asian British - Chinese	6	1%	-	-
Asian/Asian British - Any other Asian background	5	0%	3	1%
Black/Black British - African	25	2%	3	1%
Black/Black British - Caribbean	34	3%	15	3%
Black/Black British - Any other Black background	7	1%	-	-
Any other ethnic group	8	1%	6	1%
Prefer not to say	23	2%	42	7%

Characteristic	Representative survey		Online survey	
	Count	Percentage	Count	Percentage
Employment status				
Employed full-time (30 hours or more a week)	424	40%	291	50%
Employed part-time (less than 30 hours a week)	170	16%	63	11%
Employed zero-hours	9	1%	5	1%
Seasonal or casual worker	5	0%	1	0%
Self-employed or company director	32	3%	22	4%
Unemployed and looking for work	54	5%	10	2%
Retired	210	20%	104	18%
Student	29	3%	6	1%
Looking after family/home	60	6%	-	-
Long term sick	47	4%	-	-
Not working/other	5	0%	31	5%
Prefer not to say	25	2%	44	8%
Housing accommodation				
Owned (outright or with a mortgage)	509	48%	388	67%
Rent (Council)	256	24%	79	14%
Rent (Housing association/social housing)	38	4%	17	3%
Rent (private landlord)	182	17%	42	7%
Other rented/living rent free	38	4%	8	1%
Part rent and part mortgage	9	1%	2	0%
Don't know	5	0%	2	0%
Prefer not to say	33	3%	39	7%

6. Key findings

Closing the budget gap

- The option most supported by respondents in both surveys was *sell/develop Council buildings*, selected by 34% of representative survey respondents and 66% of online survey respondents
- *Introduce more charging for non-essential services* and *stop or reduce non-essential services* were also frequently mentioned by representative survey respondents (29% and 27% respectively)
- Online respondents were more likely to support *reduce number of staff/salaries* and *charge more for some paid-for services* (28%)

Most valued services

Theme 1: The best start in life for children and young people

- *Preventative help for vulnerable children* was selected as the most important area of work, chosen by half (50%) of representative survey respondents and just over two in five (43%) online respondents
- *Early years education* (37%) and *children's social care* (35%) were next most frequently selected by representative survey respondents
- Online survey respondents more frequently mentioned *youth facilities* (40%) and *quality, accessible school places* (36%)

Theme 2: People live well and age well

- *Helping older people live independently for longer* was viewed as important by over half of representative (55%) and online (53%) survey respondents
- *Providing day centres for older people* (44% representative; 35% online) and *encourage exercise and better health by maintaining parks and open spaces* (37% representative; 47% online) were also selected by high proportions of respondents

Theme 3: Strong resilient communities

- *Community safety and tackling antisocial behaviour* was chosen as important by 64% of representative survey respondents and 69% of online respondents
- Over half of respondents in both surveys also selected *maintaining our parks and open spaces* (51% representative; 52% online)
- A quarter (26% in both surveys) said that *providing social hubs and community centres* was important

Theme 4: Quality homes in thriving neighbourhoods

- In both surveys, the most frequently mentioned area of work was *accessible affordable housing*, mentioned by 58% of representative and 55% of online survey respondents
- *Tackling homelessness and rough sleeping* was viewed as important by 47% of representative survey respondents and 41% of online respondents
- Similar proportions in both surveys said that *more energy efficient housing* was important (35% representative; 33% online)
- Online respondents were more likely to suggest *working with private landlords to bring empty homes back into use* (43%) in comparison with representative survey respondents (33%)

Theme 5: A connected and accessible Sandwell

- *Maintaining roads and pavements* was selected as important by high proportions of respondents in both the representative survey (72%) and the online survey (79%)

- Similar proportions mentioned *improving transport options and transport links* (47% representative; 53% online) and *improved partnership working with local authorities and West Midlands Combined Authority* (30% representative, 25% online)

Theme 6: A strong and inclusive economy

- Over half (55%) of representative survey respondents said that *creating more jobs for local people* was important and half (50%) said the same about *creating apprenticeship opportunities for young people*, with similar proportions of online respondents saying the same (51% and 42% respectively)
- Almost half (46%) of online respondents mentioned *improving Sandwell's town centres*, which was higher than the proportion of representative survey respondents selecting this option (31%)

Service provision

- Services most frequently expected to be provided at no cost to residents in both surveys were *green waste* (66% representative; 81% online) and *library services* (63% representative; 58% online)
- *Adult social care services* were also expected to be provided at no cost by the majority of representative (58%) and online (51%) respondents
- A higher proportion of online survey respondents (53%) expected *cremation and burial* to be provided at no cost than did representative survey respondents (36%)
- Respondents were most willing to contribute financially towards *public shows and events* (74% representative; 82% online) and *sports and leisure facilities* (71% representative; 76% online)
- Over 50% of respondents in both surveys indicated that they would be willing to contribute towards *pest control services, car parking, cultural services and bulky waste item collections*

Council tax

- Three in five (59%) representative survey respondents and almost half (46%) of online survey respondents felt that an increase of *0%-0.99%* in council tax would be reasonable to enable the Council to provide the current level of service
- Similar proportions in both surveys felt that an increase of *1.00%-1.99%* would be reasonable (24% representative; 31% online)
- Only small proportions felt that an increase of *2.00% or higher* would be reasonable

Accessing services online

- The highest proportion of respondents in both surveys indicated that they would be *happy to contact the Council/use MySandwell account for all services* (56% representative; 49% online)
- However, over three in ten (31%) representative survey respondents said that they would prefer to access *all council services* in-person or by telephone (14% of online respondents gave the same response)
- All other services listed were selected by higher proportions of online respondents than representative survey respondents
- Of those who preferred to contact the Council in-person or via telephone for any service, the majority said this was because they *simply prefer to speak to someone* (40% in both surveys), and the next most frequent response was related to the *convenience of speaking to someone* (18% representative; 24% online)

Doing things differently

- The most common suggestion for other things the Council could do to help with making the required savings was *stop wasting money/work more efficiently* (16% representative; 28% online)
- *No unnecessary spending/cut back on non-essentials* was suggested by 13% of representative survey respondents and 17% of online respondents
- Other common responses included *reduce staff/managers/salaries* (11% representative; 17% online) and *sort problems quickly/more prevention* (6% representative, 10% online)

Appendices

- Appendix 1: Budget consultation

Sandwell Budget Consultation 2022

INTERVIEWER NOTE

1. Speak to residents aged 18 or over according to your given quota
2. Read the introductory text “READ OUT” where it is provided, before asking the questions
3. Do not read out the ‘don't know’ or 'prefer not to say' category in questions where marked

READ OUT: Good morning / afternoon / evening my name is _____ and I am calling from Enventure Research on behalf of Sandwell Council, which has asked us to carry out a budget consultation with residents. Your views will help develop and deliver Council services.

The interview should take around 15 minutes to complete.

Your answers will be anonymous and confidential.

Would you have time to take part in the survey?

All information provided will be analysed by Enventure Research, an independent research agency, and treated in accordance with General Data Protection Regulations and the Market Research Society Code of Conduct. Enventure Research will only use information you provide to inform the research. Enventure Research is registered with the Data Controller and is a Market Research Society Company Partner. For our privacy notice, please refer to our website www.enventure.co.uk

If resident seems unsure...

You do not have to answer any questions if you don't want to, and you can end the interview at any time. Are you happy to proceed?

Age Please tell me which of the following age bands you fall into?

SINGLE CODE

- | | |
|-----------------------------------|--|
| <input type="radio"/> 18-24 years | <input type="radio"/> 55-64 years |
| <input type="radio"/> 25-34 years | <input type="radio"/> 65-74 years |
| <input type="radio"/> 35-44 years | <input type="radio"/> 75+years |
| <input type="radio"/> 45-54 years | <input type="radio"/> Prefer not to say (DO NOT READ OUT) |

Gender What is your gender please?

r

SINGLE CODE

- Male
- Female
- Other
- Prefer not to say (**DO NOT READ OUT**)

Q2 What is your postcode please?

(Use capital letters and a space between the two parts)

Q3

- Abbey
- Langley
- Friar Park
- Oldbury
- Smethwick
- Greets Green and Lyng
- Old Warley
- Soho and Victoria
- Bristnall
- St Pauls
- Tividale
- Cradley Heath and Old Hill
- Charlemont with Grove Vale
- West Bromwich Central
- Tipton Green
- Rowley
- Princes End
- Great Barr with Yew Tree
- Blackheath
- Great Bridge
- Wednesbury South
- Wednesbury North
- Hateley Heath
- Newton

We want to hear residents' views about the services that are most important to you, and where we should prioritise spending.

Like all local authorities, we are facing significant financial challenges. Demand for our services for our most vulnerable residents is going up, and so too are our costs due to the high rate of inflation that is affecting us all.

We are making savings of around £16m this financial year and expect to need to save a similar amount next year.

The Council spends around £583m on our day-to-day services, such as refuse collections, street cleansing, providing libraries and leisure centres and our adult and children's social care services. We must meet all our legal requirements, but can make choices in how we deliver some of these services.

Your answers to these questions will help to shape our budget proposals for the next three years.

Closing the budget gap

Q4 Which of the following options would you support to enable the Council to close the budget gap:

MULTI CODE

- Increase Council Tax
- Reduce number of staff/staff salaries
- Stop or reduce non-essential services (e.g. events, leisure, regeneration, and maintenance of parks).
- Sell/develop council buildings
- Charge more for some paid-for services (e.g., car parking, pest control)
- Introduce more charging for non-essential services (e.g., green waste services, cultural services)
- Other
- Don't know (Do not read out)

Other (please specify)

We want to know what residents value the most. We have six different themes that feed into Sandwell Council's Corporate Plan. Please identify which areas of work in each theme you think are most important, by choosing two options.

Q5 Theme 1: The best start in life for Children and Young People

- Early Years Education
- Quality, accessible School Places
- Home Learning Support
- Youth facilities
- Children's Social Care
- Preventative help for vulnerable children

Q6 Theme 2: People Live Well and Age Well

- Public Health Investment
- Partnership working with charities, NHS and other Councils
- Helping older people live independently for longer
- Providing day centres for older people
- Encourage exercise and better health by maintaining parks and open spaces

Q7 Theme 3: Strong, Resilient Communities

- Providing libraries and other facilities
- Providing Social Hubs and Community Centres
- Tackling climate change
- Community safety and tackling antisocial behaviour
- Maintaining our parks and open spaces

Q8 Theme 4: Quality Homes in Thriving Neighbourhoods

- Accessible affordable housing
- More energy efficient housing
- Tackling homelessness and rough sleeping
- Working with private landlords to bring empty homes back into use
- Welfare Rights

Q9 Theme 5: A Connected and Accessible Sandwell

- Maintaining roads and pavements
- Improving transport options and transport links
- Digital Inclusion
- Maintaining waterways flood risk
- Improved Partnership working with local Local Authorities and West Midlands Combined Authority

Q10 Theme 6: A strong and Inclusive Economy

- Improving Sandwell's town centres
- Support for local businesses
- Creating more jobs for local people
- Creating apprenticeship opportunities for young people
- Delivering environmental health and enforcement services (e.g., food safety inspections)

Service provision

Q11 Which services would you expect or like to be provided at no cost to residents and which services would you be happy to contribute towards?

	Provide at no cost / freely available	Contribute towards financially	Don't know / Not applicable (DO NOT READ OUT)
Car parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bulky waste item collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Green waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports and leisure facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library services (e.g. one off membership fee)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural services (e.g. museum admission fees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult social care services (social clubs and sessions)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public shows and events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cremation and burial (site maintenance and upkeep)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pest control services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Council tax

Q12 **Taking into consideration the financial challenge the Council is facing, what would you consider to be a reasonable Council Tax increase to enable the Council to continue to provide services.**

DO NOT READ OUT, FOR INFORMATION ONLY IF ASKED BY RESPONDENT:

Impact of increased payment based on a **band D** property:

0%- 0.99% - An increase of £0.00 to £18.13 per year

1% - 1.99% - An Increase of £18.31 to £36.45 per year

2% - 3.99% - An Increase of £36.63 to £73.08 per year

More than 4.00% - An increase greater than £73.26 per year

SINGLE CODE

- 0% - 0.99%
- 1.00% - 1.99%
- 2.00% - 3.99%
- More than 4.00%
- Don't know (Do not read out)

Accessing services online

Q13 **Residents are able to access Council services in-person, by telephone, or online (*mysandwell.gov.uk* account or online forms on Sandwell Council website). Are there any services that you would prefer to access in-person or on the telephone, or are you happy to contact the Council via online/using mysandwell account?**

DO NOT READ OUT, MULTI CODE

- Bins and recycling - reporting missed collections, bulky item collection booking etc.
- Housing – finding a home, reporting repairs, home swap etc.
- Billing – telling us you have moved, paying your bills such as rent or council tax
- Business - Business rates information, property/land for sale
- Planning - Planning applications, planning permission, building regulations
- Benefits - Housing benefit information and benefits advice services
- Health and social care – Adults, Children, Care, and support information
- Education – School term and holiday dates, Schools/College places
- Leisure - parks and events, leisure centres, keeping fit
- Reporting Crime - fraud, anti-social behaviour, dog fouling, fly tipping etc.
- All Council services
- Happy to contact the Council online/use mysandwell account for all services
- Don't know / not applicable (DO NOT READ OUT)

Q14 **Why would you prefer to contact the Council in-person or by telephone? (Tick the most important reason)**

- Do not have internet access
- Not sure about the internet/how to use it
- Convenience of speaking to someone
- Quickest way
- Logs the details/keep me updated on progress
- Simply prefer to speak to someone
- Other

Other (please specify)

Doing things differently

Q15 **Is there anything else you would like to suggest that the Council could do to help with making the required savings?**

DEMOGRAPHICS

READ OUT: This last set of questions relate to your own circumstances and help us monitor that we are speaking to a wide range of residents. Your answers will be strictly anonymous and confidential.

Disability **Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?**

SINGLE CODE

- Yes
- No
- Prefer not to say (**DO NOT READ OUT**)

Ethnicity **What is your ethnic origin?**

ty

READ OUT, SINGLE CODE

- White - English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Traveller
- White - Any other White background
- Mixed - Black Caribbean & White
- Mixed - Black African & White
- Mixed - Asian & White
- Mixed - Any other Mixed background
- Asian/Asian British - Indian
- Asian/Asian British - Pakistani
- Asian/Asian British - Bangladeshi
- Asian/Asian British - Chinese
- Asian/Asian British - Any other Asian background
- Black/Black British - African
- Black/Black British - Caribbean
- Black/Black British - Any other Black background
- Any other ethnic group
- Prefer not to say [**DO NOT READ OUT**]

Employment **Just so we can get a good variation of respondents answering the survey, could I ask which best describes your employment status?**

READ OUT, SINGLE CODE

- Employed full-time (30 hours or more a week)
- Employed part-time (less than 30 hours a week)
- Employed zero-hours
- Seasonal or casual worker
- Self-employed or Company Director
- Unemployed & looking for work
- Retired
- Student
- Looking after family home
- Long term sick
- Not working/other
- Prefer not to say

Housing Which of the following describes your housing accommodation ?

g

READ OUT, SINGLE CODE

- Owned (outright or with a mortgage)
- Rent (Council)
- Rent (Housing association / social housing)
- Rent (private landlord)
- Other rented/living rent free
- Part rent and part mortgage
- Don't know
- Prefer not to say [**DO NOT READ OUT**]

FR **Would you like to take part in further research, any details you provide will only be used to contact you about further research. Your details will not be passed on to any third parties and will be kept separate from your survey answers, meaning that you will not be identified in any way. Your contact details will be kept securely for a maximum of six months, after which they will be confidentially deleted**

IF RESPONDENT DOES NOT HAVE AN EMAIL ADDRESS PLEASE LEAVE BLANK

- Yes
- No

Thank you for taking part, As part of our quality checking process we contact a proportion of people to check you were interviewed in a friendly and professional manner and in accordance with the MRS code of conduct. It will only be used for this purpose and WILL NOT be passed on or used in the future.

RN	Name	<input type="text"/>
	Telephone number	<input type="text"/>
	Email address	<input type="text"/>



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MEDIUM TERM FINANCIAL STRATEGY 2022-26

INTRODUCTION

The Medium-Term Financial Strategy (MTFS) sets out how the council will structure and manage its finances now and, in the future, to ensure delivery of corporate priorities, vision and objectives. It is aligned to the Council's new Corporate Plan and other strategic documents.

The strategy provides a robust and consistent approach that places the council's finances on a sound and stable footing, whilst supporting our 2030 Vision.

The key objectives of the council's MTFS are: -

1. Establish key financial principles to ensure the council remains financially stable and resilient, avoiding the use of reserves to fund long term commitments.
2. Define a prudent, risk assessed reserves policy
3. Protect front-line services for the residents of Sandwell as far as possible.
4. Deliver a multi-year budget planning process that fully integrates revenue and capital resources.
5. To align resources to the Corporate Plan.
6. Identify and pursue transformation in service delivery and commercial opportunities
7. Ensure consistent good governance and excellent financial management

During 2021 the Council refreshed its Corporate Plan, setting out our key aims and objectives to achieve our 2030 Vision. Our plan sets out 7 strategic outcomes and a series of commitments, together with our vision for one team, one council – creating a modern efficient council to deliver this exciting agenda.

We want our residents to have better, more fulfilling lives in a thriving community. There are 7 key outcomes we want to achieve:

- The best start in life
- Live well and age well;
- Strong, resilient communities;
- Quality housing
- Strong and inclusive economy;
- A connected and accessible Sandwell.



- One Council One Team

By prioritising these, we will be tackling poverty and inequality, maximising outcomes for residents and putting Sandwell on the map.

The national and local context issues set out below will impact on the Council's financial position over the next three years and there is a high degree of uncertainty, particular in relation to the Local Government Funding Reform and the exceptionally high inflation rates that the UK is experiencing. For this reason this MTFP will need to be kept under review and updated at an appropriate point alongside the 2023/24 budget setting process.

1 THE NATIONAL CONTEXT

- 1.1 The national and international instability in recent years, due to factors such as the COVID-19 pandemic, Brexit and the war in Ukraine are all having an impact on the Council's financial position and create continued uncertainty around future spending needs and income sources.
- 1.2 At the time of developing this strategy the UK was going through exceptional and unprecedented political and economic turmoil as a consequence of the governments mini budget announced in September 2022. The tax cuts set out in that budget have led to greater uncertainty over public spending making financial planning incredibly difficult, and perhaps represents the most challenging time for local government since the beginning of austerity.

COVID-19 Pandemic

- 1.3 The COVID-19 pandemic has had a significant impact on the Council's finances and the long-term impact, particularly in relation to the Council's income streams, is still uncertain. Income from services such as car parking and street markets has still not returned to pre-COVID levels and the Council is still managing backlogs that arose because of the COVID response. One of the main priorities for the council now is recovery and reset from COVID-19, and in June 2022 Cabinet approved a COVID Recovery Strategy with a number of projects to address some of the consequences of the pandemic. The forecasts included in this MTFP reflect the ongoing uncertainty about the long-term impact of COVID-19 on the Council's services and finances.
- 1.4 It's also worth noting that a high level of COVID grants were beneficial for the Council's cash flow position and meant borrowing costs could be minimised. With COVID grants now largely wound out the cash flow position is likely to return to more normal levels and there may be a greater need to borrow externally and incur debt costs.



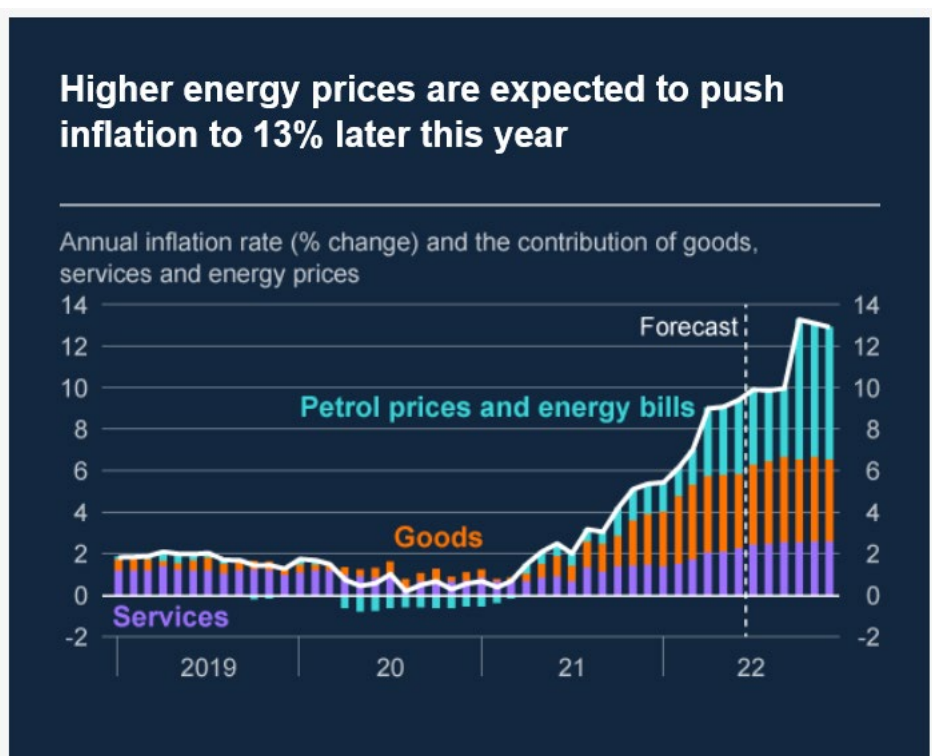
Local Government Funding Reform

- 1.5 Since 2020 Local Government has had one-year Finance Settlements, with the previous multi-year settlement ending in 2019/20. This makes financial planning extremely difficult, especially with the other uncertainties referenced in this section.
- 1.6 This is compounded by uncertainty around government policy in relation to reform of the Local Government Finance system. In late 2016 the government set out its intention to move forward with two key areas of funding reform:
- Fair Funding – reviewing the formula used to allocate government funding to each local authority
 - Business Rates – consideration of a 75% retention model and a reset of business rates baselines.
- 1.7 Both of these reforms have been deferred due to national issues, such as Brexit and COVID. It is unclear whether the government still intends to move forward with both reforms and if so when. Given the timescales required to consult and implement on such reforms it seems unlikely that this would be completed for 2023/24, but until there is clarity from government it remains a significant risk to the Medium Term Financial Plan.
- 1.8 Sandwell is currently part of the West Midlands business rates pilot, which means the Council retains 100% of the growth generated in the borough compared against a baseline set at the outset of the scheme. The impact of a reset of baselines and the pilot not continuing are difficult to estimate as it depends how much of the funding is retained within the local government finance system for reallocation. It's estimated that around £15m of funding could be lost through Funding Reform, through a combination of loss of business rates growth and loss of time-limited grants.
- 1.9 There are a number of one-off grants currently included in the Council's core funding from government. This includes the Lower Tier Services Grant and Services Grant, which in 2022/23 totaled £7.5m combined. The 2022/23 Finance Settlement made it clear that the Services Grant would not continue in the same form in the future and would not be included in any transitional arrangements. However, there has been no further update on how the funding would be allocated in future years.
- 1.10 Finally, the New Homes Bonus grant is time-limited and has reduced significantly in recent years as the scheme policy has been reviewed. The Council received £786k in 2022/23 and it is unclear whether this will continue from 2023/24.
- 1.11 Central government funding and funding reform therefore represents significant uncertainty to the MTFP and the assumptions in the Plan will need to be reviewed when more information becomes known around government policy.



Inflationary Pressures/Cost of Living

- 1.12 The UK is currently experiencing exceptionally high inflation rates, with Consumer Price Inflation reaching 10.1% in September 2022 (and Retail Price Inflation at 12.6%) and expecting to increase further, possibly up to 13% before the end of 2022, although reducing petrol prices may have a dampening impact. This is being driven by higher gas and electricity prices as a result of Russia's invasion of Ukraine, and the higher prices of good imported from abroad has also contributed to the situation. It's worth noting that this level of inflation has not been seen in the UK for more than 30-years and it is likely to significantly impact on pay and contractual expectations.
- 1.13 The table below shows the forecast to the end of 2022. This is impacting on the Councils financial situation in a number of ways, putting pressure on our pay bill, contracts and procuring of goods and services. In September 2022 the government announced an energy price cap for households and businesses, including the public sector. However, this is for an initial period of 6 months only, and so the forecasts included in this Plan do not assume that any support will be available from April 2023.



- 1.14 The squeeze on household budgets as a result of these inflationary pressures may also impact on demand for services and collection rates of some of our key income streams, such as Council Tax and Business Rates. There may also be a rise in company failures leading to empty properties. Demand for services is also likely to increase, especially in terms of homelessness and welfare rights. The Council is currently developing a range of Cost of Living initiatives to support residents and has recently launched a ‘Supporting Sandwell’ campaign.
- 1.15 Though the Bank of England expect inflation to start to fall in 2023 it is not expected to come back within the 2% target for around 2 years. The assumptions in this Plan are based on inflation remaining high initially with a gradual reduction over the life of the plan.
- 1.16 Investment and borrowing rates are also being impacted by the economic situation and although this is having a positive impact on interest paid on the Council’s investments, it is also making borrowing more expensive, with PWLB rates exceeding 5% at some points in October although they have started to reduce from this peak following the announcement of Rishi Sunak as the new Prime Minister. The higher borrowing rates are having an impact on the Council’s Capital Programme and particularly housing new build schemes which are already seeing increased costs due to inflationary impact on construction supplies and services. It is possible that bank rate could increase further during November, possibly up to 3% or even 3.25% from the current rate of 2.25%.

Recruitment and Retention issues

- 1.17 The Council, like many others, has struggled to recruit and retain its workforce during the last 12 months, particularly in the care sector and professional and technical roles. Some limited market supplements have been applied to counteract these issues but this has only had limited success so far and the Council may have to do more and for longer in order to ensure statutory services can continue. Only confirmed market supplements have been built into the forecasts in this Plan.

Adult Social Care Reform

- 1.18 As part of the governments ‘Build Back Better: Our Plan for Health and Social Care’ two key elements of Adult Social Care Reform will be implemented over the next 12-18 months. These are:
- Market Sustainability and Fair Cost of Care (implementation from October 2023) – each Local Authority is required to undertake a ‘Fair Cost of Care Exercise’ and set out a plan for moving towards this rate over a 3-year period.



- Cap on Care Costs and extension to the means test (October 2023) – which sets a cap on how much an individual will be expected to pay towards their care over their lifetime.

1.19 The Finance and Adult Social Care teams are working together to understand the impact of the above reforms, which could be significant. Early modelling shows that the combined financial impact of both reforms could be in the region of £18m from 2023/24.

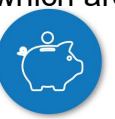
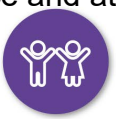
1.20 The government has previously announced that funding would be allocated to Local Authorities to support them in preparing the markets for Adult Social Care Reform and to help move towards paying a Fair Cost of Care. There is expected to be £772m allocated for 2023/24 for the Care Cap implications and £600m for the Market Sustainability and Fair Cost of Care fund. The government released a consultation in August 2022 on the distribution of funding for the Care Cap reforms, but no further information is available on the allocation methodology for the Fair Cost of Care reforms.

1.21 This Plan assumes that the financial impact of both reforms will be covered by government funding as set out above and will therefore be cost neutral. However, due to the limited information on how funding will be allocated, this represents a significant risk to the plan.

2 Sandwell Context

Demographics

- 2.1 Sandwell is one of the most deprived boroughs' in England, and whilst the number of localities in the top 1% most deprived nationally has reduced, overall Sandwell remains the 8th most deprived English district. The population has low skills and educational attainment, higher levels of child and family poverty and poor health and life expectancy. Sandwell has a £6bn economy, with almost 9,000 businesses employing 136,000 people. It retains a significant manufacturing sector with strengths in logistics, health and social care as well as retail and wholesale.
- 2.2 Demand for services continues to increase, particularly for Adult and Children's Social Care and COVID has created new and/or delayed demand which the Council is focusing resources on. The Council makes use of benchmarking data to inform service and budget planning, and this indicates that Adult Social Care is a high cost service when compared to our demographic nearest neighbours, whereas Children's Social Care is a low spender comparatively. The Council is mindful of this when considering the savings plans within the MTFP.
- 2.3 Children's Social Care is increasingly under pressure due to increased demand and exceptionally high cost placements, and emerging legislative changes may add further pressures to the service (delivered through Sandwell Children's Trust).
- 2.4 The government launched its White Paper on educational reforms and as part of this legislative change, placed an emphasis on LAs to meet the increased statutory duties in relation to attendance and attainment which are above the current offer



and capacity. Sandwell is one of the 55 confirmed Education Investment Areas and one of the 24 Priority Investment Areas.

- 2.5 In addition, nationally placement pressures are being felt across the children's social care sector (alongside workforce), with the average cost per week increasing by £700 to £800 per child. These increases are unprecedented and largely due to seismic demand coming through the system. The national lack of LA owned and run children's homes further compounds the issue. SMBC are currently considering options for the reinstatement and development of children's homes as a longer-term solution to this funding pressure. This review is underway with Regeneration colleagues with input re suitability from the Children's Trust.

Regeneration and Asset Management

- 2.6 Sandwell has been successful in applying for over £67m of Towns Fund funding to regenerate the areas of West Bromwich, Smethwick and Rowley Regis, in recognition of the deprivation in the borough and the need for public sector intervention to stimulate economic growth and regeneration.
- 2.7 Recognising the need for further intervention to create more employment, housing and community facilities, the Council has developed a Regeneration Pipeline which intends to deliver over £1.8bn of investment into the area over the next 5 years. Some of the resources required have already been secured, such as those from the Towns Fund. Due to low land values across Sandwell it is likely that the Council will have to take a leading role in bringing sites forward, and additional staffing resources have been built into the MTFP from 2023/24.
- 2.8 To reflect the Council's ambitions to deliver the Regeneration Pipeline, the MTFP has built in capacity for £50m of prudential borrowing over the life of the plan, with a further £50m forecast to be required in 2026/27 and 2027/28. These are very indicative figures at this stage, pending much more detailed work being required on viability and funding options. Further information is given in section 6.4 of the Plan.
- 2.9 The Council has also fundamentally reviewed its Asset Management Plan which has identified a number of workstreams which will impact on both capital and revenue resources in the medium to longer term. The Council is reviewing use of its asset base, identifying potential surplus land to dispose of and addressing backlog maintenance issues. A major programme of change will be required over the three year Budget period to deliver significant savings from the Council's land and assets which will result in a smaller more efficient asset base.
- 2.10 Sandwell is currently part of the Black Country Local Plan, which covers housing and employment land supply across the area. This has enabled the four local authorities across the Black Country to coordinate and share costs incurred for the evidence needed to support the plan. However, Dudley MBC has announced its intention to withdraw from the Black Country Plan. As it is a Statutory obligation to have a Local Plan in place, Sandwell will be required to develop its own Local Plan. Continuing with a joint Local Plan without Dudley is not seen as an option. The Council will need to incur additional costs to produce its own Local Plan, and work



is ongoing to identify what may be needed. It is anticipated that costs can initially be accommodated using existing budgets and earmarked reserves, but further resources will be required over the life of the plan.

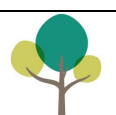
Improvement and Government Intervention

2.11 During 2021/22 the Council had a number of external reviews - a governance review by Grant Thornton, an LGA Peer Review, and the CIPFA Financial Management Review. Following these in March 2022 government intervention was announced which is still in place. Even before the intervention announcement the Council was preparing an Improvement Plan to address the issues raised in the various reviews. A single Corporate Improvement Plan was subsequently approved by Council in June 2022. The plan requires significant resources, both in terms of existing officer capacity and additional financial investment. An Improvement Plan earmarked reserve was established during 2021/22 to fund some of the immediate costs. There are specific earmarked reserves set aside for actions included in the plan, such as the implementation of Oracle Fusion, the Council's new Finance and HR system.

3 Medium Term Financial Strategy overview

3.1 Due to the uncertainty the Council currently faces it is extremely difficult to set an MTFs from 2023/24. A number of assumptions have been made around service pressures and funding sources and the key assumptions are set out in the table below:

Cost/Funding area	Assumption (2023/24 onwards)
Pay award	5% in 2023/24, reducing to 2% thereafter
Price Inflation	In line with current inflationary forecasts but only where contractually required
Utility inflation	Approx 80% increase in costs in 2023/24 assuming Energy Price Guarantee is not extended after March 2023
Pension triennial revaluation	No change to current contribution rates based on initial actuarial advice.
Adult Social Care Reform	Government funding to cover estimated costs
Adult Social Care demand	Demographic growth based on recent trends
Council Tax	Council Tax increases at 1.99% Core, 1% Adult Social Care Precept 1% increase in the Council Taxbase each year
Business Rates	Continuation of the current pilot for 2023/24 only.



	Business Rates baseline reset from 2024/25
Social Care Grant	Maintained at 2022/23 level
Services and Lower Tier Services Grant	Maintained at 2022/23 level for 2023/24 only.
New Homes Bonus	Final year of grant in 2023/24
Public Health Grant	Maintained at 2022/23 level

3.2 It is important to note that there is a high level of uncertainty in relation to the funding assumptions above and they are likely to change once more information on government policy is available. For this reason, a further review of the MTFP is likely to be required at a later stage in the 2023/24 budget setting process.

3.3 Based on the assumptions above, the indicative projections for 2023/24 to 2025/26 are shown in the table below:

	2023/24	2024/25	2025/26
	£'000	£'000	£'000
Net Budget Requirement	237,044	251,697	281,305
Additional Revenue/Savings/Income:			
Increase in Council Tax	(5,400)	(5,200)	(5,200)
Net change in Business Rates and Collection Fund	(10,100)	15,700	(2,500)
Increase in Services Grant	0	0	0
Increase in New Homes Bonus	(497)	0	0
Changes in Reserves	(4,700)	0	0
Minimum Revenue Provision saving	(3,000)	0	0
	(23,697)	10,500	(7,700)
Cost Pressures/Reduced Income:			
Pay inflation	12,300	2,200	2,200
Service Pressures/Loss of Income	17,300	14,000	14,000
Additional inflationary provision for utilities and key contract	8,750	2,000	2,000
Prudential Borrowing additional debt charges	0	908	454
	38,350	19,108	18,654
Net Budget Requirement 2023/24	251,697	281,305	292,259
Budget Gap before savings options	14,653	29,608	10,954
Cumulative Gap by 2025/26			55,215



- 3.4 The significant drop in business rates income in 2024/25 is based on the assumption that a business rates reset will take place in that year, potentially removing the growth that has been generated since the outset of the scheme in 2013. However, this has not been confirmed by government and is a significant uncertainty in the forecast. Also, it is currently uncertain whether the Service Grant will continue so although the forecast above still retains the grant, it is likely that there will be some changes in funding after 2023/24 either from Business Rates reform or through changes in government grants, so the £15m reduction in the table above is indicative of potential changes in Local Government Finance across a number of funding sources.
- 3.5 The service pressures include demographic and inflationary pressures for Children’s and Adult Social Care, inflationary pressures in major contracts and highways, and investment in our IT infrastructure.
- 3.6 This shows a significant savings requirement in the region of £55m over the next three years, which is around 20% of the Council’s current net General Fund expenditure. This will be an extremely challenging financial picture for the Council, especially given that Sandwell has already experienced reductions in core funding of 26% since 2010. It should be noted that around 70% of the Council’s net budget is spent on Adults and Children’s social care, both of which are demand led statutory services with multiple future pressures. The savings required will not be achieved through minor service changes or increases in fees and charges. The Council will need to fundamentally change the way that it delivers services, and there is an opportunity to do this through improved use of technology, modernizing service delivery and adopting a more commercial approach to the way the Council operates.

4 Transformation and Savings Plans

- 4.1 The budget deficit projections shown above present a significant financial challenge to the Council, and the Leadership Team have been developing transformational, cross-cutting workstreams to reduce expenditure, increase income or a combination of both, whilst also improving the services that the Council provides to its customers.
- 4.2 The Transformation Savings Programme is centered around the following workstreams:
- Maximising digital technologies
 - Improving the customer journey
 - Delivering efficiencies through Business Process Reviews
 - Maximising income and commercial opportunities
 - Smarter support services
 - Making best use of our assets
 - Prevention and promoting independence



- Maximising the use of partnership working
- Efficient Procurement
- Sustainable Service Delivery models, ensuring resources are directed to Corporate Priorities

4.3 The Council has recently established a Corporate Transformation Board to take these initiatives forward and work is ongoing to develop outline business cases for specific projects which will include savings targets for the next three years as well as any implementation resources. The section below shows the initial savings that have been identified but there is still a significant amount of work required to clarify opportunities.

4.4 One of the key transformation projects currently in progress is the implementation of Oracle Fusion. An updated Business Case is being developed to show the cashable savings and process efficiencies that the new system will bring and this will be included in the savings plan when completed.

4.5 For the 2023/24 budget setting process, a dual approach has been taken to developing savings options has been taken, setting Directorate targets alongside developing corporate and transformation savings workstreams. For future years the emphasise will be on the latter approach, moving away from setting arbitrary service targets. This will be facilitated by the Council's newly created transformation resources to drive the workstreams referred to in 4.2 above.

4.6 The draft savings plans for 2023/24 (pending consultation and approval) and indicative targets for 2024/25 and 2025/26 are shown in the table below. There are some workstreams where savings targets are still to be confirmed, and work is ongoing to establish a medium term programme of Business Process Reviews. This has already begun with Transactional Finance, Debt Recovery and Business Support reviews underway.

Saving	2023/24	2024/25	2025/26
Directorate savings targets	9,600	9,600	9,600
Corporate and Technical savings	3,250	1,250	1,250
Maximising digital technologies	200	200	200
Customer Journey	60	430	430
Business Process Reviews			
Maximising Income and Commercial Opportunities	1,500	5,250	6,500
Smarter Support Services	-	1,200	1,200
Making the best use of assets	1,660	2,500	2,500
Prevention and Promoting independence		500	500
Maximising partnership working			
Efficient Procurement			
Sustainable Delivery Models	1,900	7,075	7,075
Reducing the cost of high cost services	0	2,000	4,000
Total	18,170	30,005	33,255



4.7 When compared to the budget deficit at 3.3 the remaining gap each year is as follows:

	2023/24 £m	2024/25 £m	2025/26 £m
Estimated budget gap	14.6	29.8	10.9
Savings Plans (additional each year)	18.2	11.8	3.2
Savings still to identify	(3.6)	18	7.7

4.8 A fundamental review of Fees and Charges is also underway as part of the Transformation Plan. This will consider how the Council's charges compare to nearest neighbours, opportunities for new or different charges and the development of a cost recovery model and charging strategy.

4.9 The Council's first Commercial Strategy is current in draft stage and a number of business streams have been identified with outline business cases being prepared. High level savings targets linked to these business streams have been included in the saving plan above.

5 Reserves position and forecast

5.1 A review of earmarked and unallocated balances was undertaken as part of the 2022/23 budget setting process, including a restructuring exercise to identify reserves that were no longer needed and areas of financial risk or commitment where additional reserves were required.

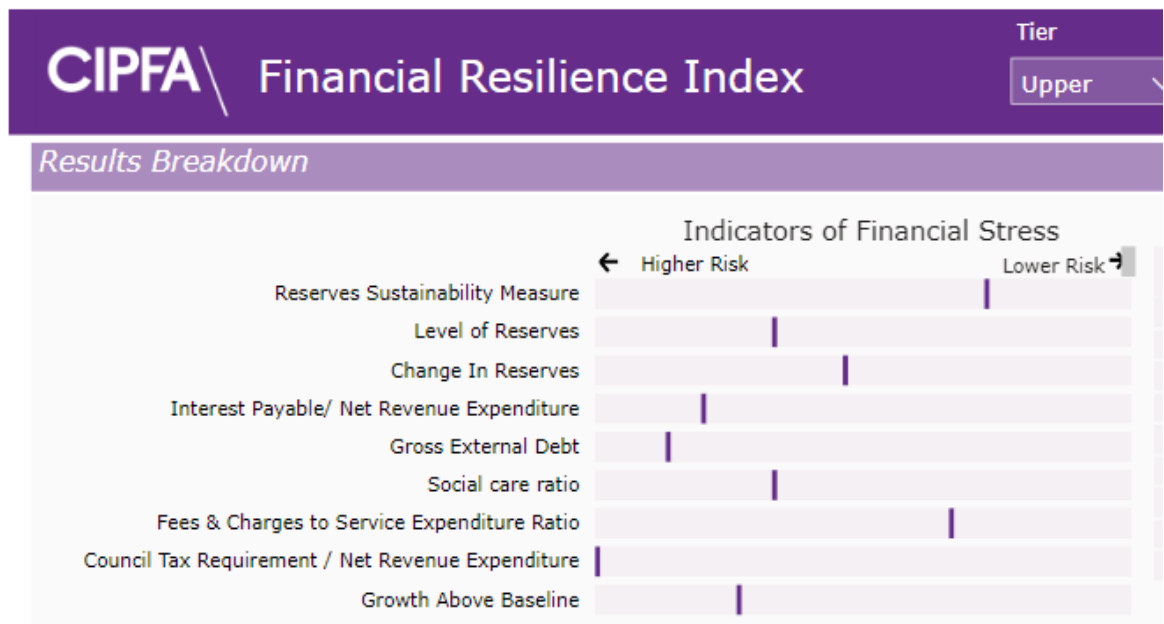
5.2 The table below shows the current and forecast level of reserves during the period of the MTFS:

Earmarked Reserve Balances	31/03/2022	31/03/2023	31/03/2026
Ring-fenced grants	33,035	19,917	4,463
Risk	27,834	19,388	16,001
Capital and Regeneration	27,922	25,523	23,540
Service related and future projects	28,130	17,355	11,184
NNDR S31	30,896	0	0
COVID Risk and Recovery	16,931	7,812	4,492
Total	164,748	89,995	59,680
General Fund Unallocated Balance*	14,700*	14,700	14,700



*assuming that the current forecast overspend in 2022/23 is managed with in-year spending controls

- 5.3 This shows that the Council's level of earmarked reserves is due to reduce significantly by 2026, although this is mostly due to planned use of capital reserves and ring-fenced grants as well as COVID recovery projects. The NNDR S31 grant is a reserve held to smooth the timing differences in business rates accounting which arose during the COVID pandemic and have unwound after 2022/23.
- 5.4 The Council is planning to use some reserves during 2022/23 to offset inflationary pressures that were not anticipated when the budget was set. The budget process for 2023/24 will need to consider increasing these reserves to a prudent level.
- 5.5 The Council's policy is to maintain a minimum working balance of 5% of net expenditure, which based on the 2022/23 net budget is £12m. Prior to 2022/23 the level of unallocated General Fund balance was at the lower end of what was considered prudent and the 2022/23 budget process aimed to increase the General Fund balance to £12m in line with the reserves policy.
- 5.6 When considering the appropriate level of reserves for the Council to maintain, CIPFA's Financial Resilience Index is a useful comparative analytical tool that can be used by S151 officers to support good financial management, providing a common understanding within a council of their financial position. The index shows a council's position on a range of measures associated with financial risk. The selection of indicators has been informed by extensive financial resilience work undertaken by CIPFA, public consultation and technical stakeholder engagement.
- 5.7 An extract of the 2022 index for Sandwell is shown below:



5.8 The key messages from this to inform the MTFP are:

- The 'Reserves Sustainability Measure' shows how long reserves will last if the Council continues to draw on them at the same level. This measure shows a lower risk than similar authorities
- Sandwell has a lower level of reserves than its nearest neighbours which puts it at higher financial risk
- Sandwell spends a higher proportion of its budget on social care, as these are demand led services this ratio shows that the Council has less flexibility in its budget and therefore has a slightly higher risk profile.
- Sandwell has a lower ratio of fees and charges as a proportion of it's over expenditure. This means the Council has a lower risk of income fluctuations and may also have opportunities to generate more income from fees and charges in the future
- Council Tax makes up a lower proportion of the Council's overall funding than similar authorities, and as this is a stable source of funding, a lower ration presents more of a risk.
- Sandwell has a higher level of business rates growth compared to our nearest neighbours, which means the Council is more exposed to changes in government policy on business rates retention

6 Capital Programme and Asset Management Strategy

6.1 The current Capital Programme for the 2022-26 is shown in the table below alongside funding sources. However, there are a number of factors that are likely to significantly impact on the programme in the medium term and as such this forecast is seen as an interim update with a number of actions being taken forward to review priorities and funding strategy. This includes the approval and delivery of the revised Asset Management Strategy which contains a number of workstreams which will determine future capital priorities and resources. The current programme is as follows:



Capital Programme 2022-2026				
Directorate	2022/23	2023/24	2024/25	2025/26
Law and Governance	4,399	-	-	-
Business Strategy and Change	3,691	1,233	1,200	1,200
Adult Social Care	4,224	763	-	-
Borough Economy	23,790	14,392	11,313	11,350
Regeneration and Growth	50,443	34,636	8,431	1,960
Housing	13,097	3,300	3,300	3,300
Children's	8,954	-	-	-
Total Programme	108,598	54,324	24,244	17,810
Available Resources:				
Prudential Borrowing	7,874	3,195	1,500	1,500
Supported Capital Expenditure	80			
Capital Grants	71,137	44,971	15,525	9,054
Capital Receipts	18,234	7,299	7,351	7,419
Revenue Contributions	5,427	-	-	-
Total	102,752	55,465	24,376	17,973
Surplus/Deficit	- 5,846	1,141	132	163

- 6.2 The deficit of £5.5m shown in 2023/24 is due to increasing inflationary pressures across Highways and Transport projects which was not anticipated when the original programme was approved. This will be funded by Prudential Borrowing if no further capital receipts are identified.
- 6.3 Whilst the programme currently shows that sufficient resources are in place, with reasonable levels of prudential borrowing, there are emerging pressures and priorities that are not yet included in the forecast above. This includes investment in IT infrastructure as well as backlog maintenance issues and further work is ongoing to understand the financial implications. This is linked to the surplus asset review that is also being undertaken, with the expectation that the additional capital receipts generated will go towards funding the additional investment requirements when identified.
- 6.4 This programme takes into account the Council's Towns Fund projects to be delivered by 2025 but the Council has ambitious broader regeneration plans which are not yet included in the Programme. This includes:
- Estimated investment of over £1.8bn (public and private)
 - Delivery of over 4,300 new homes
 - Investment in 10 education and skills facilities
 - £63m investment in new employment/commercial floorspace
 - Pipeline of 31 transport related projects
 - Town Centre investment



- 6.5 There is funding in place to deliver on some of these ambitions, such as Towns Funs and City Region Sustainable Transport Settlement grants but other projects are still in the early stages of identifying viability and resource options. The pipeline will require considerable time and resources to deliver as well as the management of risk and working closely with potential developers, investors and public sector partners.
- 6.6 Whilst work is ongoing to prioritise and plan the next steps for delivery of the MTFP does include additional revenue capacity for delivery of the programme as well as the revenue costs of Prudential Borrowing. A high-level estimate of £100m over the next five years has been included in the forecasts at section 3.3 above, with approximately 50% of that being required during the life of this plan. Once further information on delivery and timescales of the pipeline is available, suitable provision will be made in the Capital Programme, utilising the borrowing capacity that has been reflected in the plan.
- 6.7 The Council's Asset Management Strategy (AMS) has also been fundamentally reviewed with several key actions and workstreams arising from the revised plan which will impact on the Capital Programme. This includes:
- Reviewing surplus assets to reduce ongoing liabilities and generate capital receipts
 - Rationalising the Council's operational assets to improve coordinated service delivery and reduce ongoing costs
 - Identify opportunities to increase value from the Council's commercial property portfolio
 - Address the backlog maintenance issues in the Council's property estate and develop a planned maintenance strategy
- 6.8 Detailed delivery plans are being developed for the workstreams in the AMS and will be monitored by Leadership Team. The workstreams are intrinsically linked to the Capital Programme and Capital Strategy and will also support the Regeneration Pipeline by identifying capital receipts to facilitate delivery.

7 Risk Review

- 7.1 The financial risks that the Council faces will be managed using established best practice principles which are set out in the Corporate Risk Management Strategy. A proactive approach to the identification and management of risks and opportunities will be taken within the financial planning and budget monitoring process. This will support the council in:

- Achieving planned financial targets;
- Achieving a high level of customer satisfaction in our service delivery;
- Maintaining a safe and supportive working environment for staff;
- Enhancing our reputation;
- Maintaining compliance with legal and regulatory framework



- 7.2 The Audit and Risk Assurance Committee governs risk management. Key risks are evaluated within regular reports to the Cabinet, Council and Senior Management Board. The Chief Finance Officer uses this risk assessment to inform decisions on the appropriate levels of general reserves, central contingency and specific reserves.
- 7.3 In determining actions required to ensure balanced budgets are prepared, Directors have undertaken an Equality Impact Assessment on all identified service changes and policy amendments.
- 7.4 The specific risks arising through this plan are assessed in the table below:

Risk Area	Impact	Likelihood	Risk Rating	Financial implications	Mitigation
Impact of inflation on pay and price budgets	H	H	Red	Each 1% increase in salary budgets = £1.3m approx. A 5% increase in major contracts and utilities = £5m	Prudent assessment of pay award and contractual inflationary increases included in the MTFP forecasts Financial Planning Reserve maintained
Impact of cost of living increases on demand for services and collection rates	M	M	Amber	Each 1% reduction in Council Tax collection = approximately £1m Increased demand for services such as homelessness is difficult to quantify.	Cost of Living Support offered to residents, such as Council Tax Reduction, Council Tax Hardship and Local Welfare Scheme



Medium Term Forecasting not accurate leading to higher level of savings needing to be achieved	M	M	Amber	Savings required in 2023/24 are in the region of £15m, rising to £30m the following year.	Regular review of assumptions and comparisons with other authorities. Prudent level of reserves held.
Insufficient capital resources to fund the Capital Programme leading to priority schemes not delivered	M	M	Amber	Risk is not generating estimated Capital Receipts (£7m p.a. assumed)	Surplus Asset Review to identify further opportunities to generate Capital Receipts Review of Capital Programme underway to ensure resources to targeted towards priority areas.
Transformation Programme not delivering on time	H	M	Red	Budget gap is £50m over the next three years, with a significant cliff edge in 2024/25	Transformation team in place to drive savings plan alongside some external resources. Invest to Save reserve maintained to fund transformation projects.



Income streams not recovering to pre-pandemic levels	M	M	Amber	Budgets for key income streams impacted by COVID amounted to £14m. Income streams have largely recovered to pre-COVID levels with some exceptions, largely car parks and markets.	The Council has some COVID funding remaining but the focus in budget planning is to assess realistic income levels post-pandemic to reflect changing behaviours.
Late government funding announcements	H	H	Red	Difficult to quantify. There are a number of one-off grants, such as the Services Grant alongside the Business Rates top-up received. Total funding received through the settlement is in excess of £50m, excluding social care related grants	Regular review of assumptions and savings plans which assume a degree of reduction in government funding. Prudent level of reserves maintained to smooth any short term fluctuations



Change in government policy e.g business rates retention, NHB, other grants	H	M	Amber	Core government funding is in excess of £50. Social Care Grants account for a further £45m approx.	Prudent assumptions built into the MTFS which are regularly reviewed. Savings plans assume some level of reduction in funding, particularly in 2024/25.
Further COVID restrictions	L	L	Green	Difficult to quantify	£2m contingency maintained in reserves for further COVID pressures.
Third Parties/contractor failure	H	M	Amber	Difficult to quantify	Regular contract monitoring arrangements including quarterly credit checks
Adult Social Care Reforms not covered by government funding	H	M	Amber	Initial estimates of the Fair Cost of Care and Care Cap impact indicate increased costs in the region of £20m.	Progress towards Fair Cost of Care will be phased to align with government funding received.



8 Action Plan

8.1 Given the outstanding issues referenced throughout this Plan, the following action plan has been developed to ensure that assumptions are reviewed at an appropriate time and progress continues towards developing the medium-term savings plan.

8.2

Action	Date	Responsible Officer
Complete review of Fees and Charges, including Charging Strategy and Cost Recovery Model	November 2022	Director of Finance
Update funding assumptions following any Spending Review/Settlement announcement	December 2022 or earlier depending on government announcements	Director of Finance
Surplus Asset Review	Phase 1 – decision to proceed in November 2022	Director of Regeneration and Growth
Business Case for Oracle Fusion implementation	January 2023	Director of Finance
Capital Programme Review of priorities and resources	December 2022	Director of Finance and Director of Regeneration and Growth
Finalise Commercial strategy and complete Strategic Business Cases	December 2022	Director of Finance
Develop programme of Business Process Reviews	December 2022	Director of Business Strategy and Change
Identify savings plans for all Transformation Workstreams	January 2023	Director of Finance and Director of Business Strategy and Change



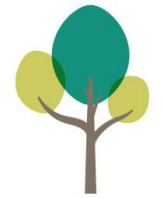
9 Conclusion

- 9.1 The Council is facing a significant financial challenge over the period of this MTFP, which is further exacerbated by the uncertainty around future funding and government policy. There is a savings requirement in the region of £55m based on current assumptions (subject to change) and although sufficient savings have been identified for 2023/24 there is still around £25m to be found in the following two years.
- 9.2 Leadership Team will need to prioritise delivery of the Transformation Savings Plan, develop detailed business cases for each workstream and identify savings opportunities where there are current gaps in the plan.
- 9.3 The MTFS will be updated in early 2023 once further information about the Local Government Finance Settlement is available.

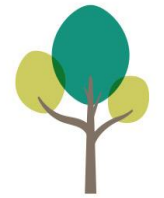


The following items set out key decisions to be taken by the Executive in public session:-

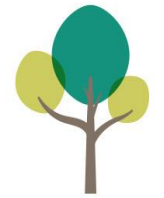
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
1	<p>Grant funding for advice services 2023/24 – 2025/26</p> <p>Contact Officer: Heather Chinner</p> <p>Directors: Director of Housing - Gillian Douglas, Director of Public Health - Lisa McNally - Director of Children’s Services and Education - Michael Jarrett</p>	<p>Cabinet – Adults Social Care & Health (Cllr Hartwell)/ Children & Education (Cllr Hackett)/ Communities (Cllr Millard)/ Housing (Cllr Padda)</p>	7 December 2022		Cabinet report



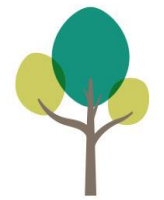
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
2	<p>Re-Commissioning of the Pre-& Post Dementia Diagnostic Support Service</p> <p>Contact Officer: Maxine Groves</p> <p>Director: Rashpal Bishop - Director of Adult Social Care</p>	<p>Cabinet - Adults Social Care and Health (Cllr Hartwell)</p>	<p>7 December 2022</p>		<p>Cabinet Report and Engagement Report</p>



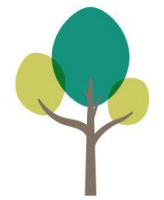
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
3	<p>Application to Secretary of State for Education for change of use/appropriation of Denbigh Drive</p> <p>Contact Officer: Rachel Hill</p> <p>Director of Children and Education, Michael Jarrett</p>	<p>Cabinet - Children & Education (Cllr Hackett)</p>	<p>7 December 2022</p>		<p>Report</p>



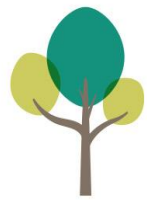
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
4	<p>Childcare Sufficiency Report 2022/2023</p> <p>Contact Officer: Sara Baber/Sally Dowie</p> <p>Director of Children’s Services and Education, Michael Jarrett</p>	<p>Cabinet - Children & Education (Cllr Hackett)</p>	<p>7 December 2022</p>		<p>Report</p>



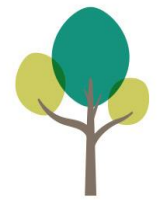
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
5	<p>Uplands Manor Primary School; Re-design and expansion of Special Educational Needs provision consultation responses as per the Making significant changes ('Prescribed alternations') to maintained schools</p> <p>Contact Officer: Rachel Hill</p> <p>Director of Children's Services and Education, Michael Jarrett</p>	<p>Cabinet - Children and Education (Cllr Hackett)</p>	<p>7 December 2022</p>		



Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
6	<p>Community Hubs</p> <p>Contact Officer: Director of Business Strategy – Neil Cox and Director of Housing – Gillian Douglas</p>	<p>Cabinet - Communities (Cllr Millard)</p>	7 December 2022		
7	<p>Oracle Fusion Implementation Update</p> <p>Contact Officer: Simone Hines</p> <p>Director of Finance – Simone Hines</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	7 December 2022		



	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
8	<p>Adult Social Care Direct Payments Policy</p> <p>Contact Officer: Kay Murphy</p> <p>Directors: Rashpal Bishop Director of Adult Social Care/Simone Hines – Director of Finance</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>7 December 2022</p>		



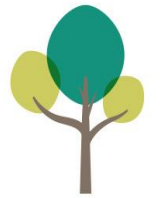
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
9	<p>Annual Tenant Rent Review</p> <p>Contact Officer – Nigel Collumbell</p> <p>Director – Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	<p>7 December 2022</p>		<p>Appendix 1 Impact of on Average Weekly Rents</p> <p>Appendix 2 Impact on customers on partial benefits</p> <p>Appendix 3 Rental from service charges and Impact on weekly charges</p> <p>Appendix 4 Rental Increase and Impact on Budgets</p> <p>Appendix 5 Briefing note - Hardship interventions to supporting tenants in rent arrears</p>



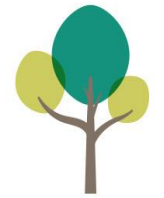
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
10	<p>2023-24 Asset Management Investment Programme for Housing</p> <p>Contact Officer: J Rawlins</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet - Housing (Cllr Padda)</p>	<p>7 December 2022</p>		
11	<p>Empty Homes Strategy</p> <p>Contact Officer: Richard Hawkins</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet - Housing (Cllr Padda)</p>	<p>7 December 2022</p>		



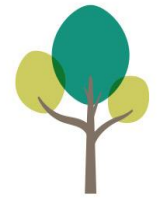
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
12	<p>Update on Streamlining Black Country Ways Of Working – Black Country Consortium Ltd</p> <p>Contact: Hywel Ruddick, Black Country Consortium</p>	<p>Cabinet - Leader of the Council (Cllr Carmichael)</p>	<p>7 December 2022 (private item)</p>		
13	<p>City Region Sustainable Transport Settlement and Local Transport Capital Programme Update</p> <p>Contact Officer: Andy Miller</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p>	<p>Cabinet - Regeneration and Growth (Cllr Hughes)</p>	<p>7 December 2022</p>		



	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
14	<p>Chance Glasswork Trust Memorandum of Understanding</p> <p>Contact Officer: Tammy Stokes</p> <p>Director: Tony McGovern</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	7 December 2022		
15	<p>The Local Plan in Sandwell – Approval To consult on Issues Options and to open a Call For Sites</p> <p>Contact Officer: Andy Miller – Strategic Planning & Transportation Manager</p> <p>Director: Tony McGovern – Director Regeneration & Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	7 December 2022	No	



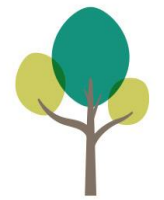
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
16	<p>On-Street Residential Charging Scheme – Appointment of Contractor</p> <p>Contact Officer: Andy Miller – Strategic Planning & Transportation Manager</p> <p>Director: Tony McGovern – Director Regeneration & Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>7 December 2022</p>	<p>No</p>	



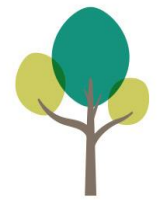
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
17	<p>Asset transfer of Greets Green Resource Centre and adjoining land to the Confederation of Bangladeshi Organisations (CBO) Ltd</p> <p>Contact Officers: Stefan Hemming</p> <p>Director: Tony McGovern – Director Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>7 December 2022</p>		



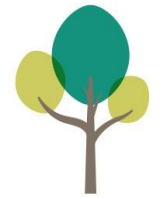
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
18	<p>Trees Strategy and Policy</p> <p>Contact Officer: Matthew Huggins</p> <p>Director – Borough Economy, Alice Davey</p>	<p>Cabinet - Environment Service (Cllr Ahmed)</p> <p>Leisure and Tourism (Cllr Rollins)</p>	January 2023		



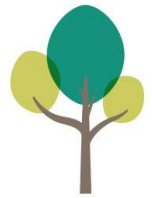
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
19	<p>Levelling Up Fund Local Authority Memorandum of Understanding, Grant Determination Letter & Assurance Framework</p> <p>Contact Officer: Jenna Langford</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>January 2023</p>		



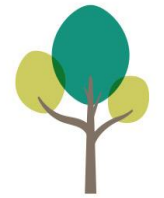
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
20	<p>Preparation of a Compulsory Purchase Order report to support retail acquisitions in West Bromwich Town Centre</p> <p>Contact Officer: Alexander Oxley</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>January 2023</p>		



Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
21	<p>Demolition Framework 2023-2027 procurement</p> <p>Contact Officer. Mark Drake</p> <p>Director: Tony McGovern - Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	January 2023		
22	<p>Adoption of Housing Revenue Account 30 Year Business Plan</p> <p>Contact Officer: Gillian Douglas</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	8 February 2023		

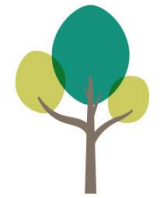


	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
23	<p>Housing Strategy 2023 - 2028</p> <p>Contact Officer: Louis Bebb</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	<p>15 March 2023</p>	<p>SNAC 24 November 2022</p>	<p>Housing Strategy 2023 - 2028</p>



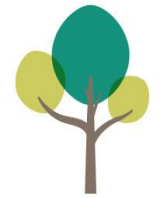
The following items set out key decisions to be taken by the Executive in private session:-

Title/Subject	Cabinet Portfolio Area	Decision Date	Reason for Exemption	List of documents to be considered
<p>Update on Streamlining Black Country Ways Of Working – Black Country Consortium Ltd</p> <p>Contact Officer: Hywel Ruddick, Black Country Consortium</p>	<p>Cabinet - Leader of the Council (Cllr Carmichael)</p>	<p>7 December 2022 (private item)</p>	<p>Financial or business affairs of any individual</p>	

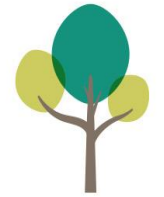


Annual Programme Reminder (these items are not added automatically)

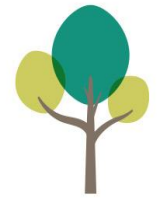
Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Review of Fees and Charges		January		
Determination of Admission Priorities for Sandwell's Community and Voluntary Controlled Schools		January/February		
Schools Funding		December/January		
Quarter 3 Budget Monitoring		February		
Council Finances		February		
Financial Regulations		February		
Business Plans		February		
Highways Asset Management Plan		March		



Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Local Transport Settlement		March		
Revenues and Benefits Policy framework 2022/23		March		
Schools Capital Programme		April to June		
Financial Outturn		May		
Procurement and Contract Procedure Rules		July		
Review of Fees and Charges Sandwell Residential Education Services Centre Charges		May – July		
Childcare Sufficiency Report		July - September		



Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Quarter 1 Budget Monitoring		August		
Model Schools Pay Policy		October/November		
Winter Service Operational Plan		October/November		
Road Safety Plan		November		
Quarter 2 Budget Monitoring		November		
Council Tax Base Calculation		December		
Business Rates Retention Estimates		December		
Council Tax Reduction Scheme		December		



Work Programme 2022/23 Budget and Corporate Scrutiny Management Board

Meeting Date	Item	Links with Strategic Aims	Notes (Director Lead)
13 July 2022	Scrutiny Boards Work programmes		To formally approve all Scrutiny Boards work programmes
28 July 2022	Outturn 2021/22		Details of 2021/22 financial outturn including reasons for variances against budget for each directorate
	Update on £150 council tax rebate		Simon Hines
	Scrutiny Annual Report 2021/22		To be approved by Council in October
14 September 2022	Improvement Plan Reporting		Kate Ashley/Rebecca Jenkins
	Scrutiny Review		Surjit Tour/Suky Suthi-Nagra
13 October 2022	Qtr 1 Budget Monitoring 2021/22		Projected outturn for 2022/23 and reasons for projected variances
	Performance Framework		Sarah Sprung

Meeting Date	Item	Links with Strategic Aims	Notes (Director Lead)
13 October 2022	Impact on Registration related services when the new Midland Metropolitan hospital opens in 2024		Surjit Tour/Mark Satchwell
10 November 2022	Provisional budget setting proposals DEFERRED TO 29 NOVEMBER		Simone Hines
	Staff engagement results and impact on workforce since working from home DEFERRED TO 6 DECEMBER		Neil Cox/Victoria Lee
	Scrutiny Review Update		Surjit Tour/Suky Suthi-Nagra
29 November 2022	Feedback on the budget consultation process and Provisional Budget Setting Proposals		Simone Hines
	Improvement Plan		Kate Ashley
6 December 2022	Council Culture and Staff Engagement Survey Results EDI link		Neil Cox/Victoria Lee/Debbie Sant Surjit Tour
12 January 2023	Provisional budget setting proposals		Simone Hines
	Q2 Performance Reporting		Sarah Sprung
	Qtr 2 Budget Monitoring 2022/23		As Qtr 1
	Cost of living report		

2 February 2023	Update on review of Procurement and Contract Procedure Rules, including the implication on SEND transport and how social care implications will be incorporated into future contracts		Simone Hines/Michael Jarrett
	Resident engagement and panel – how are the views of the vast majority of residents in Sandwell being captured, from the Equality, Diversity & Inclusion perspective, how does the Council consult and engage with residents		Neil Cox/Surjit Tour
29 March 2023	Q3 Budget Monitoring 2022/23		As Qtr 1

Items to be scheduled

Arrange 2 x additional meetings of SMB to consider the progress against Corporate Improvement Plan

Review the debt recovery process the Council undertakes including the use of enforcement agencies and their charges – Simone Hines

Income and expenditure for assets the council owns - Tony McGovern/Simone Hines

Joint session with Health and Adult Social Care Scrutiny Board on the implications of charges and payments for adult social care and any ongoing pressure on budgets – Simone Hines/Rashpal Bishop

Quarterly budget reports to incorporate whether savings identified can be achieved – Simone Hines

Regular updates on Scrutiny Review – Surjit Tour/Suky Suthi-Nagra

Budget pressures in by Children’s Services.

Financial analysis for the Brandhall site

Upgrading of technology in Committee Rooms to facilitate livestreaming

Scrutiny Review

Customer journey, how people access the building, customer portal, My Cllr Portal – Neil Cox and other Directors as appropriate (afternoon session – presentation, visit to see contact centre)

Draft scope for afternoon

Wfh separate session – cost to cl or savings, money towards bills vs cost of fuel (scope it out) Neil Cox, Victoria Lee

Reporting dates for Improvement Plan

Monitoring Period	Cabinet
August-October 22	7 December
November 22-January 23	15 March 23 (TBC)
February – April 23	June 23
May-July 23	Sept 23

August – October 23	Dec 23
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2023/24 Item

Tow Twinning – Surjit Tour

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