

Agenda

Budget and Corporate Scrutiny Management Board

Thursday, 28 September 2023 at 6.00pm
In the Council Chamber - Sandwell Council House, Oldbury

1 Apologies for Absence

To receive any apologies for absence.

2 Declarations of Interest and Party Whip

Members to declare any interests and party whips in relation to matter to be discussed at the meeting.

3 Minutes

7 - 12

To confirm the minutes of the meeting held on 27 July 2023 as a correct record.

4 Additional Items of Business

To determine whether there are any additional items of business to be considered as a matter of urgency.

5 Quarter 1 Budget Monitoring 2023/ 24

13 - 68

To consider and comment upon the Quarter 1 Budget Monitoring 2023/ 24 report.



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|---|---|-----------|
| 6 | Improvement Plan - Quarterly Progress Report | 69 - 154 |
| | To consider and comment upon the Improvement Plan – Quarterly Progress Report | |
| 7 | Section 106 Spotlight Session Outcome | 155 - 158 |
| | To note the recommendation for the Assistant Director – Green Spaces, Green Services and Events, to present a yearly update to each of the Town Boards to discuss Section 106 funds | |
| 8 | Budget and Corporate Scrutiny Management Board Action Tracker | 159 - 172 |
| | To consider and note progress on the implementation of actions and recommendations. | |
| 9 | Cabinet Forward Plan and Board Work Programme | 173 - 184 |
| | To note and review the Cabinet Forward Plan and the Board’s Work Programme 2023/ 24 | |

Shokat Lal

Chief Executive

Sandwell Council House

Freeth Street

Oldbury

West Midlands

Distribution

Councillor Moore (Chair)

Councillors Fenton (Vice- Chair), Anandou, Chambers, Fisher, E Giles,
Hinchliff, Lewis, Owen, Taylor and Tipper

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Minutes of Budget and Corporate Scrutiny Management Board

Thursday 27 July 2023 at 6.00 pm
In the Council Chamber at Sandwell Council House, Oldbury

Present: Councillor Moore (Chair);
Councillors Anandou, Fenton, Fisher, Hinchliff, Lewis, Taylor
and Tipper.

In attendance: Tony McGovern (Director of Regeneration and Growth),
Elaine Newsome (Assistant Director – Law and Governance),
Victoria Lee (Assistant Director – HR), Nigel Collumbell
(Assistant Director – Housing Management), Colin Marsh
(Divisional Manager – Adult Social Care), Lee Bentley (HRD
Strategy & OD Officer), Helen Green (Strategic Improvement
Manager – Corporate Customer), Connor Robinson
(Democratic Services Officer) and Anthony Lloyd
(Democratic Services Officer).

48/23 **Apologies for Absence**

Apologies were received from Councillors E Giles and Owen.

49/23 **Declarations of Interest**

There were no declarations of interest made.



50/23

Minutes

Resolved that the minutes of the meeting held on 29 June 2023 be approved as a correct record.

51/23

Additional Items of Business

There were no additional items of business.

52/23

Sickness Absence Outturn 2022-23

The Board received a presentation on sickness absence outturn for 2022-23.

Overall, as expected, sickness absence rates had increased over the past few years across most directorates. Nationally, many employees had experienced an increase in sickness absence during 2021. Sickness absence rates for the financial year 2022-23 were 10.81 days per employee; this equated to 4.87% working days lost. In comparison, the national average for the UK was 2.6% overall and 3.6% across the public sector.

It was acknowledged that in certain smaller directorates, such as the Law and Governance directorate, one or two sickness absence cases could heavily skew overall stats, especially if staff were on long-term sickness leave. The majority of sickness cases were due to stress, depression and mental health issues which greatly increased in the recent year. The second most common cause of sickness was infectious illness. A notable amount of cases consisted of problems around muscular skeletal issues. Although both short-term and long-term sickness was a concern for the authority, long-term sickness was especially a problem due to resourcing requirements which incurred extra costs for the Council.

In response to questions from members, the following points were stated:-

- the Council did not have an insurance policy to cover the costs of long-term sickness, however, the Council's terms and conditions offered extensive sick pay;
- the Council had a strong in-house Occupational Health provision including a closed suite that could contain doctors, nurses and physiotherapists;

- a variety of reasons could be attributed to sickness across the directorates depending on the type of work. Services that dealt with difficult and emotional problems were more likely to see sickness related to stress;
- the aging workforce meant that a lot of absence was due to family bereavement as well as conditions usually associated with age;
- no evidence was available that indicated that the Council's generous sick pay offer was a reason for high sickness absence levels;
- ill health retirement and redeployment was offered to staff whose condition(s) resulted in them not being able to carry out their work;
- facilities were in place to monitor staff who were regularly sick to identify patterns and address concerns when required;
- the feasibility of introducing incentives and bonuses for staff would be considered and reported back at a later date. Costs of offering the incentive would be weighed against the costs of covering agency staff pay;
- data regarding the impact of long-COVID on the workforce would be circulated to members when the data had been collated and analysed.

Officers were thanked for their attendance.

Resolved that the Head of Human Resources, in consultation with the Deputy Leader and Cabinet Member for Finance and Resources, request that the Cabinet consider the feasibility of introducing bonuses and/or incentives to improve staff absenteeism.

53/23

Customer Journey Progress Update

The Customer Journey was one of the most important strategic priorities for the Council following external reviews. Excellent examples of customer service had been seen throughout the service, but many areas were still not to the standard desired. The scale of the work was highlighted to members with over 1.5m contacts with customers in 2022/23. In the last 12 months, the Council had received over 628k phone calls.

Officers hoped that the action plan set out a detailed guide on how the Council would improve the customer journey. A clear vision of where the Council wanted to be had been realised.

Recommendations from the Customer Journey Scrutiny Review, which was carried out by the Board in 2022/23, had also been added to the plan. Performance data was being reviewed daily as this was deemed the key to highlighting demonstrable progress on whether the Council was heading in the right direction.

Ensuring that customers had a wide range of options to contact the Council was important. The use of online services had been by far the most popular way that residents contacted the Council, however, there were still vulnerable individuals who required face-to-face alternatives.

The pilot scheme for community hubs was underway and data had been obtained to steer future decisions. Community hubs had been designed to signpost residents to many of the Council's services, including further referrals to smoking services and health checks, whilst also being a starting point for those who wished to interact with staff in-person. Initial data received was low due to the soft launch of the hub. Although footfall was low, an array of age groups had interacted with the service with many of the enquiries relating to housing and revenues and benefits. 63% of visitors had used the hub as their first point of contact, however, 37% of visitors had stated that this was not their first attempt to resolve an issue. Customer service satisfaction was high in relation to the community hubs and a 12-month extension of the pilot had been agreed.

A procurement process was in motion to provide modern technology to help improve the customer experience – it was hoped that implementation of the new system would take place in 2024. Whilst software used by the Council was becoming out-of-date, it was noted that replacing technology at once could present a significant risk.

Further questions from members were responded to with the following points:-

- training around cultural differences, especially regarding body language, would be incorporated into customer training;
- security officers working in the one-stop shop were agency staff and therefore, the Council had no remit on who was selected;
- members were minded that the Health and Adult Social Care Scrutiny Board were currently conducting a Scrutiny Review on Social Isolation and Loneliness;

- the Council's digital team had been looking into a booking system for the One Stop Shop; further consideration would be made as to whether the system could be expanded across to all services in the Council;
- work was still underway to consult and engage with the public to receive input around what they wanted from the Customer Journey.

Officers were thanked for the report.

54/23

Centre for Governance and Scrutiny – The use of call-in: guidance for English authorities

In April 2023, the Centre for Governance and Scrutiny (CfGS) had published guidance on the use of call-in by English authorities. Sandwell Council's arrangements only allowed key decisions to be subject to call-in. Guidance from the Centre for Governance and Scrutiny highlighted that extending the use of call-in to all executive decisions (i.e. both key and non-key decisions taken by cabinet Members) was best practice to ensure an effective Scrutiny function.

A steer was sought from members on their appetite to request that call-in use be extended. Having considered benchmarking data of neighbouring local authorities, the Board was minded to recommend to the Governance and Constitution Review Committee and Council that all key decisions taken by the Cabinet and non-key decisions taken by Cabinet Members should be subject to scrutiny call-in which would bring the Council in-line with CfGS good practice.

Resolved that the Governance and Constitution Review Committee be requested to consider and recommend to Council the expansion of the use of call-in to all executive decisions.

55/23

Budget and Corporate Scrutiny Management Board Work Programme 2023-24

Resolved that the Budget and Corporate Scrutiny Management Board Work Programme for 2023-24 be approved.

56/23

Cabinet Forward Plan

The Cabinet Forward Plan was noted by the Board.

57/23

Tracking and Monitoring of Scrutiny Recommendations

Members noted the Scrutiny Action Tracker.

Meeting ended at 7.56pm.

Contact: democratic_services@sandwell.gov.uk

Report to Budget and Corporate Scrutiny Management Board

14 September 2023

Subject:	Q1 Budget Monitoring 2023/24
Cabinet Member:	Cllr Bob Piper, Finance & Resources
Director:	Brendan Arnold, Interim Section 151 Officer
Contact Officer:	Rebecca Maher – Assistant Director Finance Rebecca_Maher@sandwell.gov.uk

1 Recommendations


- 1.1 That the Budget and Corporate Scrutiny Management Board considers the Q1 Budget Monitoring 2023/24 report and identify any recommendations it wishes to make to Cabinet.

2 Reasons for Recommendations






- 2.1 Section 151 of the 1972 Local Government Act requires the Chief Financial Officer to ensure the proper administration of the council's financial affairs. Budgetary control, which includes the regular monitoring and reporting of budgets is an essential element in discharging this statutory responsibility. The recommended treatment of the year end variances supports the financial sustainability of the council.

3 How does this deliver objectives of the Corporate Plan?

The Council's financial status helps to underpin the Council's Corporate Plan and the associated aspirations.

	Best start in life for children and young people
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	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 and Corporate Scrutiny Management Board has been requested to consider the Quarter 1 Budget Monitoring 2023/24 to ensure the Council can conduct its business efficiently, act to provide for the security of the assets under its control, and for ensuring that the use of these resources is legal, properly authorised, provides value for money and achieves best value.

5 Alternative Options

- 5.1 If the Budget and Corporate Scrutiny Management Board does not consider the information presented, the opportunity to make recommendations would be lost.

6 Implications

Resources:	Further details on the financial implications will be presented to the meeting.
Legal and Governance:	The Local Government Act 2003 places a requirement on local authorities to provide Members with regular financial monitoring.
Risk:	This information is contained within the main body of this report.
Equality:	No direct implications arising from the recommendations.



Health and Wellbeing:	The financial prosperity of the Council provides a foundation for health and wellbeing across the remit of the Council.
Social Value	No direct implications arising from the recommendations.
Climate Change	No direct implications arising from the recommendations.
Corporate Parenting	No direct implications arising from the recommendations.

7 Appendices

Appendix 1 - Outturn Summary for Directorates

Appendix 2 - Central Items

Appendix 3 – Reserves

Appendix 4 – Capital

Appendix 5 - CIL and S106 Funding

Appendix 6 - Treasury Outturn Report 2022/23

Appendix 7 - Treasury Update Q1

Appendix 8 – Cabinet Report – Q1 Budget Monitoring 2023/24

8 Background Papers

None



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Service Area	APPX	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance	Previous Month	
									Projected Outturn Variance	Difference
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management	1A	304	644	340	(380)	(40)		(40)	0	(40)
Borough Economy	1B	69,353	70,617	1,264	(637)	627		627	703	(76)
Adult Social Care	1C	86,016	89,929	3,913	(4,526)	(613)		(613)	(97)	(516)
Regeneration & Growth	1D	12,386	14,842	2,456	(2,239)	217	(80)	137	199	(62)
Housing	1E	2,336	3,135	799	(108)	691		691	429	262
Children's Services	1F	91,200	98,200	7,000	(2,859)	4,141	(240)	3,901	311	3,591
Business Strategy & Change	1G	15,145	14,423	(722)	(307)	(1,029)		(1,029)	(1,421)	392
Finance	1H	11,498	13,657	2,159	(1,431)	728		728	439	289
Law & Governance	1I	7,366	7,250	(116)	86	(30)		(30)	(183)	153
Net Service Expenditure (ex PH)		295,604	312,698	17,094	(12,401)	4,693	(320)	4,373	380	3,993
Public Health	1J	64	3,283	3,219	(3,219)	0		0	0	(0)
Total Net Service Expenditure		295,668	315,980	20,312	(15,620)	4,693	(320)	4,373	381	3,992
Capital Charge Adjustment		(26,461)	(26,461)	0		0		0	0	0
External Interest Payments		15,000	15,000	0		0		0	0	0
Interest/Dividend Receipts		(7,500)	(8,500)	(1,000)		(1,000)		(1,000)	(1,000)	0
West Midlands Transport Levy		13,977	13,977	0		0		0	0	0
West Midlands Magistrates Court		41	41	0		0		0	0	0
Environment Agency (Flood Defence)		88	88	0		0		0	0	0
Net Service Expenditure before use of balances		290,813	310,125	19,312	(15,620)	3,693	(320)	3,373	(619)	3,992
Use of Balances/RCCO/Central Items		26,811	33,289	6,478	(7,500)	(1,022)	0	(1,022)	1,136	(2,158)
Collection Fund Surplus		(102)	(102)	0		0		0	0	0
Council Tax		(127,008)	(127,008)	0		0		0	0	0
Business Rates		(109,560)	(109,560)	0		0		0	0	0
Business Rates Top-Up		(38,701)	(38,701)	0		0		0	0	0
Section 31 Grants		(38,188)	(38,188)	0		0		0	0	0
New Homes Bonus		(111)	(111)	0		0		0	0	0
Services Grant		(3,953)	(4,116)	(163)		(163)		(163)	0	(163)
Total Net General Fund Expenditure (inc Central Items and use of balances)		1	25,628	25,627	(23,120)	2,508	(320)	2,188	517	1,671
Housing Revenue Account (HRA)	1K	(299)	(771)	(472)	472	0		0	0	0
Individual Schools Budgets (ISB)	1L	0	(3,253)	(3,253)	3,253	0		0	0	0
Total Net Expenditure		(298)	21,604	21,902	(19,395)	2,508	(320)	2,188	517	1,671

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of/ Contribution to Reserves & RCCO for specific purposes RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific purposes £'000	Use of reserves to offset pressures £'000	Projected Outturn Variance £'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	884	1,224	340	(380)	(40)		(40)
Corporate Management	(580)	(580)	0	0	0		0
TOTAL	304	644	340	(380)	(40)	0	(40)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Contracts, Projects, Strategy & Policy	39,080	39,247	167	0	167		167
Highways Services	19,867	19,942	75	0	75		75
Green Spaces, Visitor Services & Events	1,079	1,230	151	0	151		151
Public Protection and Community Safety	3,813	4,535	722	(590)	132		132
Libraries, Archives and Heritage	5,087	5,227	140	(47)	93		93
Directorate Management	427	437	10	0	10		10
			0	0	0		0
TOTAL	69,353	70,617	1,264	(637)	627	0	627

Adult Social Care

APPENDIX 1C

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Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) /Contribution to Reserves& RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
					0		0
Management Team	1,776	4,227	2,451	(3,485)	(1,034)		(1,034)
Social Work & Therapy	5,765	5,239	(526)	0	(526)		(526)
External Placements	67,997	69,457	1,460	0	1,460		1,460
Direct Services	7,410	7,028	(382)	(41)	(423)		(423)
Commissioning	3,068	2,978	(90)	0	(90)		(90)
Better Care Fund	0	1,000	1,000	(1,000)	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
TOTAL	86,016	89,929	3,913	(4,526)	(613)	0	(613)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Growth and Spatial Planning Service	2,748	3,424	676	(765)	(89)	(80)	(169)
Development Planning and Building Control Service	755	914	159	(170)	(11)	0	(11)
Strategic Assets and Land Service	8,209	9,566	1,357	(1,043)	314	0	314
Management	674	938	264	(261)	3	0	3
			0	0	0		0
TOTAL	12,386	14,842	2,456	(2,239)	217	(80)	137

Housing

APPENDIX 1E

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of/ Contribution to Reserves & RCCO for specific purposes RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific purposes £'000	Use of reserves to offset pressures £'000	Projected Outturn Variance £'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community Partnerships and Support Services	1,177	1,546	369	0	369		369
Housing Solutions	1,481	1,516	35	(35)	0		0
Income Management and Money Advice	345	433	88	(73)	15		15
Tenancy & Estate Management	(828)	(625)	203	0	203		203
Management	161	265	104	0	104		104
			0	0	0		0
TOTAL	2,336	3,135	799	(108)	691	0	691

Children's Service

APPENDIX 1

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director of Children's Services	8,543	8,585	42	0	42		42
Education Services	783	1,098	316	(217)	99		99
Inclusive Learning	2,593	2,647	54	0	54		54
Children & Education Support	8,888	12,152	3,264	0	3,264		3,264
Commissioning, Partnerships & Sandwell Childrens Trust	10,548	13,632	3,084	(2,642)	442		442
Children's Social Care	59,446	59,686	240	0	240	(240)	0
BSF FM Contribution	0	0	0	0	0		0
	400	400	0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
TOTAL	91,200	98,200	7,000	(2,859)	4,141	(240)	3,901

Service Area	Total Budget £'000	Projected Outturn £'000	Projected Variance £'000	(Use of/ Contribution to Reserves & RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific £'000	Use of reserves to offset pressures £'000	Projected Outturn Variance £'000
Director	255	495	240	0	240		240
ICT	7,345	6,532	(813)	0	(813)		(813)
Human Resources	3,442	3,351	(91)	0	(91)		(91)
Business and Corporate Services	4,103	4,045	(58)	(307)	(365)		(365)
			0	0	0		0
TOTAL	15,145	14,423	(722)	(307)	(1,029)	0	(1,029)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director	126	572	446	(40)	406		406
Oracle	711	1,402	691	(691)	0		0
Financial Management	3,717	4,347	630	(614)	16		16
Revenues and Benefits	3,675	3,890	215	(86)	129		129
Business Management	3,269	3,446	177	0	177		177
			0	0	0		0
TOTAL	11,498	13,657	2,159	(1,431)	728	0	728

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director	(50)	156	206	0	206		206
Democracy	3,663	3,379	(284)	0	(284)		(284)
Registration Services	(183)	(173)	10	0	10		10
Legal and Assurance	2,857	2,861	4	86	90		90
Equality, Diversity and Inclusion	515	563	48	0	48		48
Leaders Office	564	464	(100)	0	(100)		(100)
			0	0	0		0
TOTAL	7,366	7,250	(116)	86	(30)	0	(30)

Public Health

APPENDIX 1J

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Communicable Disease	3,237	2,956	(281)	0	(281)		(281)
Long Term Conditions	3,476	3,171	(305)	0	(305)		(305)
Childrens	11,530	11,340	(190)	0	(190)		(190)
Substance Misuse & Smoking	4,240	4,145	(95)	(30)	(125)		(125)
Wider Determinants	5,353	5,419	65	(12)	53		53
Public Health Management	2,932	2,910	(23)	(97)	(120)		(120)
Public Health Grant	(26,658)	(26,658)	0	0	0		0
Public Health Savings / Reserve	(4,048)	0	4,048	(3,079)	968		968
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
			0	0	0		0
TOTAL	64	3,283	3,219	(3,219)	0	0	0

Housing Revenue Account

APPENDIX 1K

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management & Maintenance	42,301	40,611	(1,690)	1,690	0		0
Business Excellence	1,947	1,538	(409)	409	0		0
Services in Borough Economy	4,152	4,997	845	(845)	0		0
Corporate HRA	48,193	49,195	1,002	(1,002)	0		0
Housing Management	16,454	15,948	(506)	506	0		0
PFI	(659)	(389)	270	(270)	0		0
Rents & Other Charges	(122,732)	(122,716)	16	(16)	0		0
SLAs	10,045	10,045	0	0	0		0
			0	0	0		0
TOTAL	(299)	(771)	(472)	472	0	0	0

Individual Schools Budget

APPENDIX 1K

L

Service Area	Total Budget £'000	Projected Outturn £'000	Projected Variance £'000	(Use of)/ Contribution to Reserves & RCCO for RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific purposes £'000	Use of reserves to offset pressures £'000	Projected Outturn Variance £'000
Directorate Individual Schools Budget	0	(3,253)	(3,253)	0	(3,253)		(3,253)
			0	0	0		0
TOTAL	0	(3,253)	(3,253)	0	(3,253)	0	(3,253)

Virements above £1m for approval by Cabinet		£'000	£'000
Borough Economy	Correction to budget savings applied	1,000	
Contingency	Correction to budget savings applied		1,000
Social Care Grant - Income	External Placements	2,478	
Social Care Grant - Exp	External Placements		2,478
Creation of COMF budgets Inc	External Placements		3,397
Creation of COMF budgets Exp	External Placements	3,397	
TOTAL		6,875	6,875

This will be used to populate the Virements Appendix and should include new grants during the quarter.

Central Items

APPENDIX 2

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of Reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Local Authority Subscriptions	104	104	0	0	0		0
Wolverhampton: WMCC and WMRE	45	45	0	0	0		0
Combined Authority	1,060	1,060	0	0	0		0
Special Events	25	25	0	0	0		0
External Audit Fee	246	386	140	0	140		140
Insurance	(395)	(395)	0	0	0		0
Past Service Pension Costs	2,616	2,616	0	0	0		0
Bank Charges	335	405	70	0	70		70
Airport Rent Income	(100)	(100)	0	0	0		0
Apprenticeship Levy	480	480	0	0	0		0
Pensions General	4,560	4,560	0	0	0		0
COVID-19 Emergency Funding	0	7,500	7,500	(7,500)	0		0
COVID-19 Containing Outbreak	0	0	0	0	0		0
			0	0	0		0
TOTAL	8,976	16,686	7,710	(7,500)	210	0	210

Expenditure shown within directorates

This will be used to populate the Central Items appendix

Reserves

Appendix 3

Earmarked Reserve	Balance as at 31	Projected use /	Other Reserve	Projected Balance
	March 2023	(addition to) in	Movements	as at 31 March
	£'000	£'000	£'000	2024
				£'000
Borough Economy				
Portway Lifestyle Centre	(802)	0		(802)
Borough Economy General Reserve	(872)	75	(79)	(797)
Dartmouth Park HLF	(257)	0		(257)
Aquatics Centre UOW	(100)	0		(100)
SERCO Waste Commitments	(5,628)	0		(5,628)
BE Grant Carryforward Reserve	(191)	0		(191)
	(7,850)	75	(79)	(7,775)
Business Strategy & Change				
BSC General Reserve	(869)	0		(869)
	(869)	0	0	(869)
Corporate Management				
Kickstart Revaluation	(1,553)	0		(1,553)
	(1,553)	0	0	(1,553)
Finance				
Finance General Reserve	(503)	566		63
SCT Reserve	(13)	0		(13)
	(516)	566	0	50
Housing				
H&A General Reserve	(1,613)	35	(234)	(1,578)
H&A Grant Carryforward	(451)	73		(378)
	(2,064)	108	(234)	(1,956)
Children's				
CS General Reserve	(2,377)	788		(1,589)
SCT Reserve	(1,058)	240		(818)
	(3,435)	1,028	0	(2,407)
Adults				
Adult Social Care Reserve	(3,908)	41		(3,867)
Better Care Fund	(15,056)	1,000		(14,056)
	(18,964)	1,041	0	(17,923)
Law & Governance				
L&G General Reserve	(1,120)	0		(1,120)
POCA	(841)	(86)		(927)
	(1,961)	(86)	0	(2,047)
Public Health				
Learning for Public Health	(381)	97		(284)
Public Health Grant Reserve	(8,346)	3,079		(5,266)
Public Health Earmarked Reserves	(110)	42		(68)
	(8,837)	3,219		(5,618)
Regeneration and Growth				
R&G General Reserve	(1,681)	867	234	(814)
Sinking Fund Central 6th Building	(1,392)	500		(892)
Forge Mill Farm Demolition	(227)	227		0
School Repair Reserve	(120)	0		(120)
R&G Grant Carryforward Reserve	(147)	91		(56)
R&G Capital Project Support	(5,588)	935		(4,653)
	(9,155)	2,620	234	(6,535)
Total Directorate Reserves	(55,204)	8,571		(46,633)
Finance - Central Items				
Emergency Fund COVID 19	(8,665)	7,500		(1,165)
Insurance Reserve	(8,488)	0		(8,488)
Finance Grant Reserve	(9,062)	6,118		(2,944)
S31 Grant Reserve	(397)	0		(397)
	(26,612)	13,618	0	(12,994)
Corporate Items				
General Capital Reserve	(3,700)	0		(3,700)
New Asset System	(331)	101		(230)
Exit Packages	(1,452)	72		(1,380)
Pay Award	(1,000)	0		(1,000)
Oracle Fusion	(1,446)	691		(755)
Business Rates Volatility Reserve	(8,500)	0		(8,500)
Invest to Save Reserve	(2,342)	340		(2,002)
Corporate Improvement Plan	(1,055)	422		(633)
Commonwealth Games	(129)	89		(40)
Cemetery RCOO Reserve	0	0		0
Social Care Grant	(2,439)	0		(2,439)
Financial Planning Reserve	(4,288)	0	79	(4,209)
Climate Change	(600)	172		(428)
LATC Risk Cover	(1,700)			(1,700)
Cost of Living	(3,000)	14		(2,986)
	(31,980)	1,901	79	(30,079)
Total Non-Directorate Reserves	(58,592)	15,519	79	(43,073)
				0
TOTAL OF RESERVES	(113,796)	24,090		(89,706)
DSG	(5,500)	(3,253)		(8,753)
BSF FM Sinking Fund	(3,365)	0		(3,365)
BSF PFI Sinking Fund	(4,680)	0		(4,680)
Post LAC Pupil Premium Grant	(114)	0		(114)
	(13,659)	(3,253)		(16,912)
GRAND TOTAL	(127,455)	20,837	0	(106,618)

Capital Monitoring 2023-24

Scheme	Base Budget	Additional Approvals (incl' prior year slippage not incl' in Base)	Current Budget	Predicted Spend	Variance	Predicted Slippage	Final Variance
Adult Social Care Total	763	329	1,092	329	(763)	763	-
Borough Economy Total	19,387	11,439	30,826	25,904	(4,922)	4,922	-
Business Strategy & Change Total	8,046	1,292	9,338	9,338	-	-	-
Childrens Total	10,091	1,435	11,526	11,526	-	-	-
Housing & Assets Total	13,816	612	14,428	6,327	(8,101)	8,101	-
Law & Governance Total	3,671	36	3,707	3,783	76	-	76
Regeneration & Growth Total	53,822	5,959	59,781	34,533	(25,248)	25,248	-
Grand Total	109,596	21,102	130,698	91,740	(38,958)	39,034	76

COPY COLUMNS FOR REPORT APPENDIX

Scheme	2023/24						Final Variance £000
	Base Budget £000	Additional Approvals (incl' prior year slippage not incl' in Base) £000	Current Budget £000	Predicted Spend £000	Variance £000	Predicted Slippage £000	
Adult Social Care							
ASC Capital Grant	763	-	763	-	(763)	763	-
ASC System Development	-	260	260	260	-	-	-
Contaminated Land Grant	-	8	8	8	-	-	-
Swift Impress System	-	61	61	61	-	-	-
Adult Social Care Total	763	329	1,092	329	(763)	763	-
Borough Economy							
Total Birchley Island	1,213	1,977	3,190	2,360	(830)	830	-
Total Integrated Transport Block	1,798	1,969	3,767	1,511	(2,256)	2,256	-
Total Main Programme (Council Resources) (Excl Birchley Island)	9,481	432	9,913	8,077	(1,836)	1,836	-
Total Maintenance Block	4,741	28	4,769	4,769	-	-	-
Total Self Financing Schemes (Excl TT)	-	7,000	7,000	7,000	-	-	-
Environmental Improvements to Neighbourhoods	-	17	17	17	-	-	-
Forge Mill Farm	-	2	2	2	-	-	-
Lightwoods Park	-	16	16	16	-	-	-
Lightwoods Park HLF	403	(24)	379	379	-	-	-
Manor House - Phase 2	-	12	12	12	-	-	-
Manor House Conservation Plan	241	-	241	241	-	-	-
Oak Home Museum Roof Repairs	-	10	10	10	-	-	-
Oakhouse Barns Resoration Project	10	-	10	10	-	-	-
Other	-	-	-	-	-	-	-
Vehicles	1,500	-	1,500	1,500	-	-	-
Borough Economy Total	19,387	11,439	30,826	25,904	(4,922)	4,922	-
Business Strategy & Change							
ICT - End User Computing	2,000	823	2,823	2,823	-	-	-
Oracle Fusion ERP System	6,013	469	6,482	6,482	-	-	-
Public Realm	33	-	33	33	-	-	-
Business Strategy & Change Total	8,046	1,292	9,338	9,338	-	-	-
Childrens							
BSF - ICT Element	80	-	80	80	-	-	-
Connor Education Centre (ESFA)	-	1	1	1	-	-	-
Devolved Formula Capital	-	1,300	1,300	1,300	-	-	-
Devolved Formula Capital - PRU's	-	80	80	80	-	-	-
Devolved Formula Capital - School Contribution	-	1,200	1,200	1,200	-	-	-
PLAY Pathfinder	6	-	6	6	-	-	-
Provisional Grant Allocation	10,000	(10,000)	-	-	-	-	-
Youth Centre Queens Way	5	-	5	5	-	-	-
Schools Capital Programme Schemes:							
Albright Centre	-	80	80	80	-	-	-
Brades Lodge	-	1,500	1,500	1,500	-	-	-
Bristnall Hall Academy	-	330	330	330	-	-	-
Causeway Green Primary	-	1,300	1,300	1,300	-	-	-
Contribution to SRA (23/24 only)	-	200	200	200	-	-	-
ESFA Shireland Primary Free school	-	61	61	61	-	-	-
Feasibility Work Expansion of Secondary	-	200	200	200	-	-	-
Grace Mary Primary FP	-	40	40	40	-	-	-
Great Bridge Primary	-	19	19	19	-	-	-
Health Futures UTC	-	2,776	2,776	2,776	-	-	-
Menzies/Phoenix	-	10	10	10	-	-	-
New Oldbury Primary - Lightwoods	-	174	174	174	-	-	-
Ormiston Sandwell Community Academy (OSCA)	-	400	400	400	-	-	-
Priory Primary Expansion	-	11	11	11	-	-	-
Q3 Langley Phase 3	-	4	4	4	-	-	-
School Condition - LifeCycle property maintenance	-	1,500	1,500	1,500	-	-	-
School Kitchen Repairs	-	1	1	1	-	-	-
Shireland Collegiate Academy	-	-	-	-	-	-	-
St Matthews CE	-	-	-	-	-	-	-
Tipton Green Junior School - Flood	-	1	1	1	-	-	-
West Bromwich Collegiate Academy - Phase 2	-	247	247	247	-	-	-
Childrens Total	10,091	1,435	11,526	11,526	-	-	-
Housing & Assets							
Charlemont Community Centre	37	-	37	37	-	-	-
DFG	11,882	579	12,461	4,360	(8,101)	8,101	-
Empty Properties	677	8	685	685	-	-	-
HMRA Ringfenced Receipts - Vulnerable Homeowners	373	-	373	373	-	-	-
Housing Stock Condition Survey	29	-	29	29	-	-	-
Self Service Customer Portal	91	24	115	115	-	-	-
The Public	341	-	341	341	-	-	-

Vulnerable Homeowners Improvements (Kick Start)	386	-	386	386	-	-	-
Warm Homes Healthy People	-	1	1	1	-	-	-
Housing & Assets Total	13,816	612	14,428	6,327	(8,101)	8,101	-
Law & Governance							
New Cemetery - West Bromwich	3,671	-	3,671	3,671	-	-	-
Rowley Cemetery	-	36	36	112	76	-	76
Law & Governance Total	3,671	36	3,707	3,783	76	-	76
Regeneration & Growth							
Access Fund	300	34	334	334	-	-	-
Blackheath Library - Fit Out Costs	-	56	56	56	-	-	-
Brindley II	21	-	21	21	-	-	-
BSF - Schools for the Future	-	73	73	73	-	-	-
Childrens Trust Accommodation Works	145	101	246	246	-	-	-
Coroners Court Refurbishment - Jack Judge House	-	434	434	434	-	-	-
Haden Hill LUF	-	8	8	8	-	-	-
King Street, Wednesbury Health Centre	-	1,467	1,467	1,467	-	-	-
Mobile Working	-	41	41	41	-	-	-
PMA - The Central Sixth Form Building Works	-	500	500	500	-	-	-
PMA Capitalisation	800	55	855	855	-	-	-
Property Refurbishment - WPV Sandwell Council House	1,712	216	1,928	1,928	-	-	-
PSDS Heat Pump Technology	1,000	191	1,191	1,191	-	-	-
Regeneration Reserve	1,100	9	1,109	1,109	-	-	-
Sandwell Aquatics Centre	2,640	2,963	5,603	5,603	-	-	-
Section 106 Schemes	2,578	(6)	2,572	203	(2,369)	2,369	-
UK Shared Property Fund	-	582	582	582	-	-	-
Towns Fund:							
Kings Square	5,000	(5,000)	-	-	-	-	-
Rowley Regis - Blackheath Bus Exchange	2,720	(140)	2,580	27	(2,553)	2,553	-
Rowley Regis - Britannia Park Community Hub	1,574	344	1,918	1,059	(859)	859	-
Rowley Regis - Canal and River Trust	673	(195)	478	315	(163)	163	-
Rowley Regis - Connected	718	61	779	768	(11)	11	-
Rowley Regis - Satellite Education Hub	8,074	(182)	7,892	500	(7,392)	7,392	-
Smethwick - Connected	2,172	987	3,159	3,242	83	(83)	-
Smethwick - Grove Lane Regeneration	-	-	-	9	9	(9)	-
Smethwick - Midlands Met Learning Campus	8,550	(259)	8,291	2,600	(5,691)	5,691	-
Smethwick - Rolfe Street Regeneration	537	835	1,372	862	(510)	510	-
Smethwick - Ron Davis Centre Expansion	-	26	26	15	(11)	11	-
West Brom - Connected	292	(11)	281	290	9	(9)	-
West Brom - Retail Diversification Programme	6,729	312	7,041	4,079	(2,962)	2,962	-
West Brom - Sandwell MEC	-	2,115	2,115	2,115	-	-	-
West Brom - Town Hall Quarter	6,217	421	6,638	3,668	(2,970)	2,970	-
West Brom - Urban Greening	270	(79)	191	333	142	(142)	-
Regeneration & Growth Total	53,822	5,959	59,781	34,533	(25,248)	25,248	-
Grand Total	109,596	21,102	130,698	91,740	(38,958)	39,034	76

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Section 106 - Capital								
Section 106 Scheme (Target Site)	Town	Development Agreement Number	Service Area	Description of Project	Opening Balance 01/04/23	New Contributions 2023/24	Expenditure for 2023/24	Balance Remaining @ 31/03/24
					£	£	£	£
Wednesbury Town centre	Wednesbury	DC0442399	Leisure - Parks (Matthew Huggins)	C.C.T.V.	96,294.71	-	-	96,294.71
Wednesbury North ward (Wednesbury Memorial and Brunswick Park)	Wednesbury	DC0648262	Leisure - Parks (Matthew Huggins)	Leisure and Public realm	3,947.23	-	3,947.23	-
Wednesbury South ward	Wednesbury	DC1195178	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space	47,434.63	-	27,121.42	20,313.21
Willingworth linear park/Hydes Road Pool, Hill Top park	Wednesbury	UC07/04974 &	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space.	3,237.83	-	-	3,237.83
River Tame corridor north (Wednesbury)	Wednesbury	DC1052930	Leisure - Parks (Matthew Huggins)	Leisure - Improvements to Public Open Space area.	16,417.73	-	-	16,417.73
Proces End ward	Tipton	DC0646927	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	2,083.87	-	-	2,083.87
Victoria Park	Tipton	DC1153708	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	4,743.45	-	-	4,743.45
Jubilee Park	Tipton	DC1153927	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area.	29,632.19	-	-	29,632.19
Jubilee Park	Tipton	DC1395890	Leisure - Parks (Matthew Huggins)	Leisure - Improvement of open space and play areas.	2,864.39	-	-	2,864.39
Jubilee Park	Tipton	DC1395890	Leisure - Parks (Matthew Huggins)	Leisure - Improvement of open space and play areas.	21,377.35	-	-	21,377.35
Great Bridge Ward	Tipton	DC1395858	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space.	15,733.66	-	-	15,733.66
Wednesbury Oak Road, Tipton	Tipton	DC1457003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	10,000.00	-	-	10,000.00
Wednesbury Oak Road, Tipton	Tipton	DC1457003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	10,000.00	-	-	10,000.00
Wednesbury Oak Road, Tipton	Tipton	DC1457003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	18,764.76	-	-	18,764.76
Borough wide	Tipton	DC1568821	Housing & Partnership (Warren William)	Affordable Housing	97,664.74	-	-	97,664.74
Borough wide	Tipton	DC1568821	Housing & Partnership (Warren William)	Affordable Housing	122,851.20	-	-	122,851.20
Borough wide	Tipton	DC1052848	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Borough wide	Tipton	DC1052848	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Borough wide	Tipton	DC1052848	Housing & Partnership (Warren William)	Affordable Housing	210,179.04	-	-	210,179.04
Alexandra Rd/Upper Church Lane (On application site)	Tipton	DC0959262	Planning (Alex Oxley)	Planning - Maintenance of new open space	32,229.45	-	-	32,229.45
Dorrest Green & Marsh Lane open space (as plan)	West Bromwich	DC0443353	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	64,762.40	-	-	64,762.40
Greens Green & Lyng ward	West Bromwich	DC0545556	Leisure - Parks (Matthew Huggins)	Leisure - Provision, maintenance, enhancement of public open space	14,516.72	-	14,516.72	-
100 Birmingham Road (Vicinity of site)	West Bromwich	DC0545586	Leisure - Parks (Matthew Huggins)	Leisure - Towards the maintenance, improvement or enhancement of open space and play areas (vicinity of the site)	17,170.96	-	-	17,170.96
Yew Tree scheme	West Bromwich	DC1154129	Leisure - Parks (Matthew Huggins)	Leisure - Offsite provision and maintenance of public open space/play space	6,626.88	-	-	6,626.88
Kendrick Park	West Bromwich	DC1398803	Leisure - Parks (Matthew Huggins)	Leisure - on the provision and improvement of a maintenance of open space	104,398.00	-	-	104,398.00
Chalfont playing fields	West Bromwich	DC1456717	Leisure - Parks (Matthew Huggins)	Leisure - Remodelling or extension of sports and leisure provision.	99,202.95	-	-	99,202.95
Greenside Way (Vicinity of site)	West Bromwich	DC1456717	Leisure - Parks (Matthew Huggins)	Leisure - Open space contribution.	132,760.80	-	-	132,760.80
Borough Wide	West Bromwich	DC0544045	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Air Quality consultant	West Bromwich	DC1052747	Public Health (Andy Thorpe)	Environmental Health - Towards the creation of a project consultant post to review and assess air quality.	130.73	-	-	130.73
Grace May Estate Open Space	Rowley Regis	DC0951300	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area	22,393.42	-	-	22,393.42
Bury Hill Park	Rowley Regis	DC0951606 & DC1052460	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space in respect of the enhancement of Youth facilities	5,666.90	-	5,666.90	-
Mary Macarthur Gardens	Rowley Regis	DC1051793	Leisure - Parks (Matthew Huggins)	Leisure - Provision, enhancement and maintenance of offsite public open space and play area	4,117.32	-	-	4,117.32
Tidale Ward	Rowley Regis	DC1292927	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area	16,477.62	-	-	16,477.62
Blackheath Ward	Rowley Regis	DC0946992	Leisure - Parks (Matthew Huggins)	Leisure - Open space	16,988.00	-	-	16,988.00
Blackheath Ward	Rowley Regis	DC0951104	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space	28,153.64	-	-	28,153.64
Borough Wide	Rowley Regis	DC1568342	Housing & Partnership (Warren William)	Affordable Housing	596,296.00	-	-	596,296.00
Borough Wide	Rowley Regis	DC1862111	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Brades Green Open Space	Oldbury	DC0543995	Leisure - Parks (Matthew Huggins)	Leisure - Enhancement to open space (as plan)	4,750.75	-	-	4,750.75
Norman Road Dams	Oldbury	DC0545598	Leisure - Parks (Matthew Huggins)	Leisure - Off-site public open space & play area	2,976.64	-	-	2,976.64
Langley Ward	Oldbury	DC0951660	Leisure - Parks (Matthew Huggins)	Leisure - Off-site public open space & play area	46,106.45	-	-	46,106.45
Broadway Park & Ward	Oldbury	DC1395684	Leisure - Parks (Matthew Huggins)	Leisure - Open space	32,835.00	-	-	32,835.00
Borough Wide	Oldbury	DC0848007	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Borough Wide	Oldbury	DC1457470	Housing & Partnership (Warren William)	Affordable Housing	-	-	-	-
Borough Wide	Oldbury	DC1457337	Housing & Partnership (Warren William)	Affordable Housing	210,000.00	-	-	210,000.00
Air Quality Consultant	Oldbury	DC1052897	Public Health (Andy Thorpe)	Environmental Health - Towards the creation of a project consultant post to review and assess air quality.	23,442.44	-	18,667.97	4,974.47
Victoria Park	Smethwick	DC0442703	Leisure - Parks (Matthew Huggins)	Leisure - Towards improvement & enhancement	21,631.23	-	19,193.44	2,437.79
War Memorial - Cape Hill site	Smethwick	DC0442703	Highways (Simon Chadwick)	Highways - Maintenance contribution	7,261.16	-	-	7,261.16
War Memorial - Cape Hill site	Smethwick	DC1568384	Highways (Simon Chadwick)	Highways	277,580.90	-	-	277,580.90
St Pauls Ward	Smethwick	DC1292609	Leisure - Parks (Matthew Huggins)	Leisure - Improvement or enhancement of open space	39,208.03	-	25,629.18	13,578.85
West Smethwick Park	Smethwick	DC0948495	Leisure - Parks (Matthew Huggins)	Leisure - Open space and play space	12,461.91	-	88,609.31	29,845.00
Smethwick Hall Park	Smethwick	DC0951635	Leisure - Parks (Matthew Huggins)	Leisure - Offsite public open space and play space	45,148.75	-	-	45,148.75
Smethwick Ward	Smethwick	DC1254411	Leisure - Parks (Matthew Huggins)	Leisure - Provision of open space.	8,763.50	-	-	8,763.50
	Smethwick	DC1568384	Leisure - Parks (Matthew Huggins)	Leisure - to carry out the Canal Enhancement Works in accordance with the Canal Improvement Works Brief	122,360.59	-	-	122,360.59
Total Section 106			Regeneration & Growth		2,818,754.32	-	203,348.15	2,615,406.17

Community Infrastructure Levy (CIL) - Capital Element (80%)								
CIL Scheme	Town	Development Agreement Number	Service Area	Description of Project	Opening Balance 01/04/23	New Contributions 2023/24	Expenditure for 2023/24	Balance Remaining @ 31/03/24
					£	£	£	£
Balance in CIL fund to date - not allocated to individual projects			Regeneration & Growth		2,965,623.98	693,109.32	-	3,658,733.30
Total Community Infrastructure Levy (CIL) - Capital Element					2,965,623.98	693,109.32	-	3,658,733.30

Community Infrastructure Levy (CIL) - Revenue Element (15%)								
CIL Scheme	Town	Development Agreement Number	Service Area	Description of Project	Opening Balance 01/04/23	New Contributions 2023/24	Expenditure for 2023/24	Balance Remaining @ 31/03/24
					£	£	£	£
Oldbury			Regeneration & Growth	Various Schemes	95,745.96	1,401.35	12,192.47	84,954.83
Smethwick			Regeneration & Growth	Various Schemes	54,386.64	6,417.82	3,934.66	56,869.80
Tipton			Regeneration & Growth	Various Schemes	16,079.48	6,464.70	3,288.43	19,255.75
Rowley			Regeneration & Growth	Various Schemes	62,990.84	0.00	62,990.84	0.00
Wednesbury			Regeneration & Growth	Various Schemes	52,149.48	2,190.87	-8,603.10	44,737.25
West Bromwich			Regeneration & Growth	Various Schemes	95,026.86	1,882.78	1,331.96	95,678.28
Total Community Infrastructure Levy (CIL) - Revenue Element					376,379.15	17,457.52	29,909.92	363,926.75

Note : % of CIL relates to Revenue Administration which is not reflected on this Appendix

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Annual Report on the Treasury Management Service and Actual Prudential Indicators for 2022/23

Purpose

The Council is required by regulations issued under the Local Government Act 2003 and the CIPFA Code of Practice on Treasury Management and the Prudential Code for Capital Finance to produce an annual treasury management review of activities and performance against the approved treasury indicators. This report meets these requirements.

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management activities. This report is therefore important in that respect as it provides details of the outturn position for the treasury management function and highlights compliance with the Council's policies previously approved by Members in the Annual Treasury Strategy Report and Treasury Mid-Year Review.

Executive Summary

During 2022/23 the Council complied with its legislative and regulatory requirements. The actual prudential indicators for the year, along with prior year comparators are as follows:

	2021/22	2022/23
	£m	£m
Capital Expenditure		
General Fund	79.523	65.681
HRA	58.277	55.043
Total Capital Expenditure	137.800	120.724
Capital Financing Requirement (CFR)		
General Fund	323.368	318.711
HRA	487.431	517.908
Total CFR - 31 March	810.799	836.619
Gross Debt		
General Fund - Treasury	138.720	143.007
General Fund - Other Long Term Liabilities	50.762	49.070
HRA - Treasury	336.868	327.801
HRA - Other Long Term Liabilities	17.763	14.715
Total Gross Debt - 31 March	544.113	534.593
Investments - 31 March	51.101	30.704
Net Debt - 31 March	493.012	503.889
Financing Costs as Proportion of Net Revenue Stream		
General Fund	4.9%	2.7%
HRA	16.6%	17.6%

The Actual Financing Costs as a Proportion of Net Revenue Streams indicator identifies the trend in the cost of servicing the capital debt costs of the council (Debt interest, MRP, other long term liability obligations [e.g. PFI], less investment income) against the Council's net revenue stream (General Fund: Council Tax, NDR and non ringfenced grants ; HRA : rent income and service charges).

Other Prudential and Treasury indicators are to found in the main body of this report. The Director of Finance can also confirm that borrowing was only taken for capital purposes and that the statutory borrowing limit (Authorised Limit) was not breached.

As at 31st March 2023, the Council's total external debt (including PFI and Finance Lease liabilities) was £534.593m (£544.113m as at 31st March 2022) and the investment balances totalled £30.704m compared to £51.101m the previous year.

The 2022/23 financial year reversed the historic low interest rate environment with increases commencing in May 2022 taking the opening Bank Rate position of 0.75% to 1.00% with regular increases thereafter taking Bank Rate to 4.25% by the end of the financial year. The rate of increase and the levels the rate were increased to were in excess of budgetary estimates and reflected the uncertainty in the UK economy.

Recommendations

The Council is recommended to:

- Approve the actual 2022/23 Prudential and Treasury Indicators within this report, and;
- To note this Annual Treasury Management Report for 2022/23.

1. The Council's Capital Expenditure and Financing for 2022/23

1.1. The Council undertakes capital expenditure on it's long term assets. These activities can either be financed immediately through the application of capital receipts, capital grants and contributions, or from revenue resources. This financing does not have an effect on the Council's underlying borrowing need.

1.2. If insufficient resources are available then the remaining expenditure can be serviced through Prudential Borrowing resulting in an increase in the Council's borrowing need (Capital Financing Requirement – CFR). For General Fund prudential borrowing this amount is charged to the Council's General Fund Revenue Account over a period of years linked to the life of the asset the borrowing funded (up to 40 years). This is known as the Minimum Revenue Provision (MRP). There is no legal requirement for an MRP to be charged to the Housing Revenue Account.

1.3. Actual capital expenditure is one of the Prudential Indicators and the table below provides a summary of information required and how this expenditure was financed:

	2021/22	2022/23	
	Actual £m	Estimate £m	Actual £m
Capital Expenditure			
General Fund	79.523	83.814	65.681
HRA	58.277	71.503	55.043
Total	137.800	155.317	120.724
Resources by:			
Capital Receipts	18.351	17.716	17.314
Grants and External Contributions	53.964	60.670	45.105
Revenue Contributions	9.779	12.860	6.010
Major Repairs Reserve (HRA)	15.944	16.875	16.834
Amounts to be financed by Prudential Borrowing	39.762	47.196	35.461
<i>being:</i>			
<i>General Fund Prudential Borrowing</i>	<i>9.381</i>	<i>6.549</i>	<i>3.628</i>
<i>HRA Prudential Borrowing</i>	<i>30.381</i>	<i>40.647</i>	<i>31.833</i>

2. The Council's Overall Borrowing Need

2.1. The Council's underlying need to borrow for capital expenditure is called the Capital Financing Requirement (CFR).

2.2. **Gross borrowing and the CFR** – In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the Capital Financing Requirement as at the end of the previous financial year plus estimates for any additional prudential funding requirements in the current and the next two financial years. This essentially means that the Council is not borrowing to support its revenue activities. By including the following two financial years in this calculation does allow some flexibility to borrow in advance of need, although this Council has not utilised this option due to the economic uncertainty and the cost of debt which would create additional pressures on the Council's finances.

The table below highlights the Council's CFR and gross borrowing positions for 2022/23 and previous year and shows that the Council has complied with this Prudential Indicator:

	2021/22	2022/23	2022/23		
	Actual £m	Estimate £m	Actual General Fund £m	Actual HRA £m	Actual Total £m
Opening Capital Financing Requirement	796.767	809.121	323.368	487.431	810.799
plus Capital Expenditure financed by Prudential Borrowing	39.762	47.196	3.628	31.833	35.461
less Minimum/ Voluntary Revenue Provision (MRP/ VRP)	(22.345)	(6.593)	(6.593)	-	(6.593)
Movements in Other Long Term Liabilities	(3.385)	(3.361)	(1.692)	(1.356)	(3.048)
Appropriation of Assets	-	-	-	-	-
Closing Capital Financing Requirement	810.799	846.363	318.711	517.908	836.619
Treasury Debt Portfolio	475.588	471.016	143.007	327.801	470.808
Other Long Term Liabilities (PFI)	68.525	65.164	49.070	14.715	63.785
Gross Borrowing Position	544.113	536.180	192.077	342.516	534.593
(Under)/ Over Borrowing Position	(266.686)	(310.183)	(126.634)	(175.392)	(302.026)

2.3. The significant reduction in Minimum/ Voluntary Revenue Provision (MRP/ VRP) in 2022/23 compared to 2021/22 is due to the HRA no longer making a voluntary contribution as there is no regulatory requirement for the HRA to make such provision (£11m reduction), and a revision to the General Fund MRP Policy for 2022/23 reducing the amount charged by approximately £4m.

2.4. **The Authorised Limit** is the short term 'affordable borrowing limit' required by Section 3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level.

The Operational Boundary is the expected borrowing position of the Council during the year. Periods where the actual borrowing is either above or below this value does not constitute a breach but is an guide for managing debt levels with the approved strategy.

The following table provides all the relevant values and shows that although actual debt holdings during the year remained below the Operational Boundary, and therefore also below the statutory maximum level of the Authorised Limit.

	2022/23 £m
Indicators:	
Authorised Limit	861.852
Operational Boundary	553.503
Actuals:	
Maximum Gross Borrowing in year	562.735
Average Gross Borrowing in year	538.821

The lower debt levels were due to the Council not taking levels of new debt as

originally expected due to the rapid increase in market rates. Therefore the overall under borrowed position increased.

3. Treasury Position at 31st March 2023

- 3.1. The Council's treasury management debt and investment position is managed by the internal treasury management service in order to ensure adequate liquidity for its revenue and capital activities, ensure security for its investments and to manage risks within all treasury activities. Procedures and controls to achieve these objectives are well established and relevant staff regular attend training services provided by Link (the Council's treasury advisory service) to ensure that staff are fully briefed and updated on any changes in the regulatory environment or best practice.
- 3.2. The figures in this report are based on the principal amounts borrowed and invested and so may differ from those in the Financial Statement of Accounts due to the accounting treatment of these items (e.g. accrued interest, fair value).
- 3.3. During 2022/23 the Treasury Team managed the debt and investment positions closing the financial year at £470.808m for borrowings and £30.704m for investments. The breakdown of these amounts compared to the end of the previous financial year are included in the table below (*Note: investment balances are held at full Council level and not split between General Fund and Housing Revenue Account*):

	31 March 2022				31 March 2023			
	General Fund	HRA	Total	Interest Rate	General Fund	HRA	Total	Interest Rate
	£m	£m	£m		£m	£m	£m	
Borrowing:								
Fixed Rate:								
PWLB	49.921	255.139	305.060	5.1%	49.410	246.072	295.482	5.1%
Market Loans	10.271	81.729	92.000	4.1%	10.271	81.729	92.000	4.1%
Local Authorities	28.283	-	28.283	1.7%	41.498	-	41.498	3.0%
Interest Free	2.503	-	2.503	0.0%	1.895	-	1.895	0.0%
Total Fixed Rate	90.978	336.868	427.846	4.6%	103.074	327.801	430.875	4.7%
Variable Rate:								
Other Temporary Loans (repayable on demand)	47.742	-	47.742	0.2%	39.933	-	39.933	1.9%
Total Debt	138.720	336.868	475.588	4.2%	143.007	327.801	470.808	4.4%
Investments:								
Money Market Funds			50.200	0.6%			19.834	4.2%
Bank (Cash Reserve Account)			0.651	0.0%			0.620	1.0%
Variable			-	0.0%			-	0.0%
Fixed Interest (Short [365 days or less])			-	0.0%			10.000	4.3%
Fixed Interest (Long >365 days)			0.250	1.5%			0.250	0.0%
Total Investments			51.101	0.6%			30.704	4.1%
Net Debt (Treasury Management)			424.487				440.104	

- 3.4. The actual maturity structure of the fixed rate debt portfolio indicator is to reflect the potential re-financing risk associated with debt maturing in any particular year. The actual portfolio as at 31st March compared to the approved indicator is shown in the following table:

Fixed Rate Debt Maturity Profile	as at 31 March 2023		
	Indicator	Actual	Actual £m
Within 12 months	10%	11.7%	50.391
12 months - 2 years	10%	4.0%	17.254
2 to 5 years	20%	6.0%	25.958
5 to 10 years	20%	9.9%	42.500
10 to 20 years	20%	8.9%	38.203
20 to 30 years	30%	19.2%	82.646
30 to 40 years	40%	31.1%	133.923
40 to 50 years	50%	4.6%	20.000
Over 50 years	90%	4.6%	20.000
		100.0%	430.875

3.5. Levels of fixed rate debt maturing within 12 months are marginally above the approved indicator. This was due to a borrowing need late in the financial year and with borrowing rates at very high levels it was considered prudent to take short term debt (3 – 6 months) and seek to refinance for a longer period when borrowing rates return to more affordable levels. This approach avoided high debt interest costs being incurred for longer than necessary and was a strategy adopted by many Council's where a borrowing need was identified. At the time the original indicator was set and approved borrowing rates were not forecast to be at the levels they currently are.

4. The Investment Strategy for 2022/23

4.1. The priorities for the Council's investments are Security, Liquidity and Yield.

- Security – ensuring only suitable investment counterparties are used for investments
- Liquidity – Investment are placed for periods following cash flow considerations to ensure sufficient cash resources are available to meet expenditure commitments
- Yield – Only after the above two criteria have been addressed is the actual return on the investment considered to obtain optimum return.

4.2. For 2022/23 the strategy was to maintain investments short term to cover cash flow requirements, although consideration was to be given to place investments for periods up to 12 months with high credit rated institutions, in line with the approved counterparty selection criteria.

4.3. Bank Rate was predicted to remain low throughout the financial year, slowly increasing to 0.75% by March 2023. However, the turbulent economic position the UK faced during the year resulted in Bank Rate actually increasing to 4.25%. This inflated position did generate additional investment returns compared to the approved budget.

4.4. During the financial year a £10m deposit was placed for a period of 6 months with Lloyds Bank plc, in line with the strategy, which did create additional returns

compared to purely holding balances within Money Market Funds.

4.5. Investments held by the Council are proactively managed in-house on a daily basis, ensuring that the most effective use of cash resources is maintained. The table below details the average balances and returns by class of investment for the financial year with prior year information allowing comparison.

	2021/22		2022/23		Balance at 31 March 2023 £m
	Average Balance £m	Average Return	Average Balance £m	Average Return	
Liquid Investments (variable rate)					
Money Market Funds	87.280	0.06%	88.215	2.14%	19.834
Bank (Cash Reserve Account)	0.883	0.01%	1.011	0.55%	0.620
Other Variable Rate Deposits	-	0.00%	-	0.00%	-
Total Liquid Cash	88.163	0.06%	89.226	2.12%	20.454
Non Liquid Investments (fixed rates)					
Fixed Interest (Short [365 days or less])	-	0.00%	4.630	4.34%	10.000
Fixed Interest (Long [>365 days])	0.250	1.49%	0.250	0.93%	0.250
Total Non-Liquid Cash	0.250	1.49%	4.880	4.17%	10.250
Total Investments	88.413	0.06%	94.106	2.23%	30.704

4.6. As can be seen from the data above, average returns for the year increased from 0.06% to 2.23% reflecting the increasing investment returns available due to an increasing interest rate environment. The 2.23% returns achieved are equal to the comparable benchmark (7 day SONIA un-compounded) reflecting an improved performance compared to the previous year with returns of 0.06% compared to the benchmark of 0.14%.

5. The Borrowing Strategy for 2022/23

5.1. The strategy was to maintain an under-borrowed position (internal borrowing) while cash resources allowed, but to monitor the debt markets to seek opportunities to externalise the internal borrowing position should there be a risk of a sharp rise in borrowing rates.

5.2. The expectations were for gradual increases in fixed borrowing rates during 2022/23 but by August it had become clear that inflation was rapidly increasing and the Monetary Policy Committee were committed to tackling this by aggressive tightening at every meeting either increasing rates by 0.25% or 0.5%. This resulted in a spike in fixed borrowing rates and therefore the opportunity to take longer term fixed rate borrowing had gone.

5.3. During the year £29.6m of fixed rate debt naturally matured with £35m of new debt being taken.

- April 22 - £20m maturity [0.1%] £20m new 1 year debt taken [1.11%]
- Sept 22 - £4.6m maturity [8.63%] Not replaced

- March 23 - £5m loan maturity [2.63%] £15m new loans 2-3 months [4.53%]

5.4. Towards the end of the financial year a borrowing need was identified to maintain sufficient cash flow resources. However due to the inflated long term borrowing rates it was not prudent to 'lock in' at those levels and create a long term cost burden on either the General Fund or the Housing Revenue Account. Therefore the £15m new borrowing taken was all very short term to allow time for the markets to settle and possibly refinance for longer periods later in the year. All new debt taken during the year was with other Local Authorities.

5.5. **Debt Rescheduling** : No rescheduling of debt was undertaken during 2022/23.

6. The UK Economy During 2022/23

6.1. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022/23.

6.2. Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, Eurozone and US 10-year yields all rising by over 200bps in 2022.

6.3. Q2 of 2022 saw UK GDP deliver growth of +0.1% quarter on quarter, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Q4 GDP was positive at 0.1%. Most recently, January saw a 0.3% m/m increase in GDP as the number of strikes reduced compared to December. In addition, the resilience in activity at the end of 2022 was, in part, due to a 1.3% quarter on quarter rise in real household disposable incomes. A big part of that reflected the £5.7bn payments received by households from the government under the Energy Bills Support Scheme.

6.4. Nevertheless, CPI inflation picked up to what should be a peak reading of 11.1% in October, although hopes for significant falls from this level will very much rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices. On balance, most commentators expect the CPI measure of inflation to drop back towards 4% by the end of 2023. As of February 2023, CPI was 10.4%.

6.5. The UK unemployment rate fell through 2022 to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact remains, however, that with many economic participants registered as long-term sick, the UK labour force shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food (up 18.3% year on year in February 2023) and energy that have endured since Russia's invasion of Ukraine on 22 February 2022.

6.6. Bank Rate increased steadily throughout 2022/23, starting at 0.75% and finishing at 4.25%.

6.7. In the interim, following a Conservative Party leadership contest, Liz Truss became Prime Minister for seven weeks that ran through September and October. The markets did not react well to the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of the 17th of November gave rise to a net £55bn fiscal tightening, although much of the “heavy lifting” has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have reversed the increases seen under the previous tenants of No10/11 Downing Street, although they remain elevated in line with developed economies generally.

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Treasury Management Monitoring Q1 2023/24

Purpose

As required by the CIPFA 2021 Prudential and Treasury Management Codes, Cabinet are required to receive quarterly updates on the Treasury activities of the Council. This report meets those requirements.

Executive Summary

This report focuses on the treasury debt and investment activity of the Council and therefore excludes capital expenditure, as this is reported separately, and other long term liabilities as these are instruments for specific capital financing and do not impact on the day to day treasury portfolio.

The key movements in the debt and investment portfolios are summarised below with additional detail throughout this report.

	31 Mar 23	30 Jun 23
	£m	£m
Debt Portfolio		
General Fund	143.007	135.688
HRA	327.801	327.801
Total	470.808	463.489
Investments	30.704	84.062
Net Debt (Treasury)	440.104	379.427

The Director of Finance can confirm that there have been no breaches of the approved treasury and prudential indicators and all deposits have been placed in accordance with the approved counterparty selection criteria.

Recommendations

That Cabinet note the contents of this treasury monitoring report.

1. Investment Portfolio

- 1.1. The investment balances held have increased from £30.7m to £84.1m in line with expected cash flows. The large increase is primarily due to grants and contributions received at the start of the year in advance of expenditure being incurred. This compares to £72.0m held in investments at the same period last year.

- 1.2. A £10m 4.34% Fixed Term Deposit with Lloyds Bank matured in April. Cash flow forecasts only allowed for £5m of this to be re-invested and this was done at a rate of 4.97% for 6 months to lock in at rates higher than offered with Money Market Funds.
- 1.3. The majority of the Council's investment portfolio is held in Money Market Funds and these are proactively managed to ensure that sufficient liquid resources are available to service day to day expenditure commitments such as salaries, general creditor payments and housing benefit payments.
- 1.4. A summary of the treasury activity and portfolio by investment type is summarised in the tables below:

Investment Portfolio Movements	Cash Manager (Bank)	Money Market Funds	Fixed Interest	Total Invested	Portfolio Yield at Qtr End
	£m	£m	£m	£m	%
31 Mar 2023	0.620	19.834	10.250	30.704	4.15%
Q1 Activity					
Withdrawals/ Maturities	(4.623)	(161.918)	(10.000)		
New Deposits	4.707	220.192	5.000		
30 Jun 2023	0.704	78.108	5.250	84.062	4.34%

	Portfolio as at 30 June 2023		Average year to date	
	Investment	Yield	Average Investment	Average Yield
	£m	%	£m	%
MMFs	78.108	4.35%	43.249	4.39%
Cash Mgr	0.704	1.15%	0.651	1.08%
Variable	-	0.00%	-	0.00%
Fixed Interest (Short [365 days or less])	5.000	4.97%	5.385	4.80%
Fixed Interest (Long [>365 days])	0.250	0.00%	0.250	0.00%
Grand Total	84.062	4.34%	49.534	4.35%

- 1.5. The comparable benchmark (7 day SONIA) was 4.34% as at end June 2023 and therefore the performance achieved by the Treasury Services team is in line with this having achieved 4.35% for the first 3 months of the year with average investment balances of £49.5m.
- 1.6. The approved counterparty selection criteria as approved by Council in February 2023 is currently fit for purpose and no proposed amendments are therefore required.

2. Debt Portfolio

- 2.1. The Council's debt portfolio is mostly long dated fixed rate loans from PWLB or other markets. A small proportion of the debt portfolio consists of loans from other local authorities which assist with short term debt management

and cash flow requirements.

2.2. Another element of the debt portfolio consists of amounts deposited with the Council from the Fire Authority, Sandwell Leisure Trust and Children's Trust. These are at agreed variable rate terms in line with either actual Council treasury investment performance or Bank Rate as published by Bank of England. These amounts are held as liquid as they are repayable on demand as and when required.

2.3. The Council's loan portfolio has been split between the General Fund and Housing Revenue Account since 2012 when HRA Self Financing was introduced. The following table summarises the movements in the debt portfolios in the first quarter of the year:

	General Fund			HRA			Grand Total
	Fixed Rate	Variable Rate	Total GF	Fixed Rate	Variable Rate	Total HRA	
	£m	£m	£m	£m	£m	£m	
31 Mar 23	103.074	39.933	143.007	327.801	-	327.801	470.808
Q1 Activity							
Fixed Rate Maturities	(35.297)			-			
New Fixed Rate Loans	25.000			-			
Net Movement in Variable Rate Loans		2.978			-		
30 Jun 23	92.777	42.911	135.688	327.801	-	327.801	463.489

2.4. £35m of the maturities relate to short term loans from other local authorities, £20m 1 year funding and £15m 2 to 3 months funding over year end to manage cash flows. The remaining £297k are scheduled repayments of interest free loans.

2.5. To ensure sufficient cash balances were maintained over the quarter, £25m of new short-term funding was taken, all from other Local Authorities:

- £5m 2 month at 4.56%
- £5m 6 month at £4.65%
- £5m 1 year at 4.85%
- £10m 1 year at £5.35%

2.6. The variation in 1 year rates above reflect the market volatility in the debt markets and a decision was taken to secure funding now before they spiked further as the cash flows identified a certain need for further funding later in the year.

2.7. The effect on the average interest rate on the fixed interest debt portfolio from the movements highlighted above is shown in the following table:

	31 Mar 23		30 Jun 23	
	Principal £m	Avg Rate	Principal £m	Avg Rate
Fixed Rate Debt				
General Fund	103.074	3.83%	92.776	4.62%
HRA	327.801	4.91%	327.801	4.91%
Total	430.875	4.65%	420.577	4.84%

2.8. Despite the sharp rise in the average debt rate on the General Fund, the lower debt levels mean that the revenue impact is not significant to give cause for concern. At the present time no variances are predicted on the debt costs to the council for 2023/24, but this will be closely monitored and reported accordingly to the Leadership Team and Cabinet.

2.9. The current strategy is to only take short dated debt due to market conditions and to refinance for longer periods at the appropriate time to prevent longer term cost burden on the council's revenue budgets.

3. Prudential Borrowing Indicators

3.1. The key prudential indicators in relation to the Council's borrowing are detailed below:

	£m
Authorised Limit (Debt)	844.617
Operational Boundary (Debt)	475.588
Maximum Treasury Debt to 30 Jun 23	476.547
Average Treasury Debt to 30 Jun 23	454.483

Note: The authorised limit and operational boundary shown above are for debt levels only and exclude other long term liabilities (as detailed in the Treasury Management Strategy Report) as these are PFI/ Finance Lease arrangements.

3.2. As can be seen from the table above treasury debt levels are within limits and no breaches have occurred.

4. Economic Update

4.1. The first quarter of 2023/24 saw:

- A 0.2% month on month rise in real GDP in April, partly due to fewer strikes;
- CPI inflation falling from 10.1% to 8.7% in April, before remaining at 8.7% in May. This was the highest reading in the G7;
- Core CPI inflation rise in both April and May, reaching a new 31-year high of 7.1%;

- Interest rates rise by a further 75bps over the quarter, taking Bank Rate from 4.25% to 5.00%;
- 10-year gilt yields nearing the “mini-Budget” peaks, as inflation surprised to the upside.

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Report to Cabinet

13 September 2023

Subject:	Q1 Budget Monitoring 2023/24
Cabinet Member:	Finance and Resources Cllr Bob Piper
Director:	Simone Hines, Director of Finance
Key Decision:	Yes
Contact Officer:	Rebecca Maher – Assistant Director Finance Rebecca_Maher@sandwell.gov.uk

1 Recommendations

That Cabinet:

- 1.1 Note the financial monitoring position as at 30 June 2023 (Qtr 1) and refer the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.
- 1.2 Approve the Treasury Outturn for 2022/23 and Qtr 1 position for 2023/24, both attached at Appendices 6 and 7.
- 1.3 Approve the following budget virements above £1m in line with the revised delegated limits for Cabinet Members and Directors: -

Virements above £1m for approval by Cabinet		£'000	£'000
Borough Economy	Correction to budget savings applied	1,000	
Contingency	Correction to budget savings applied		1,000
Social Care Grant - Income	External Placements – correction to Social Care Grant income budget	2,478	
Social Care Grant - Exp	External Placements – correction to corresponding expenditure budget relating to Social Care Grant		2,478




Creation of COMF budgets Inc	External Placements – increase in income budget for Contain Outbreak Management Fund income		3,397
Creation of COMF budgets Exp	External Placements – corresponding increase in expenditure budget for Contain Outbreak Management Fund spend	3,397	
TOTAL		6,875	6,875

2 Reasons for Recommendations

2.1 Section 151 of the 1972 Local Government Act requires the Chief Financial Officer to ensure the proper administration of the council’s financial affairs. Budgetary control, which includes the regular monitoring and reporting of budgets is an essential element in discharging this statutory responsibility. The recommended treatment of the year end variances supports the financial sustainability of the council.

3 How does this deliver objectives of the Corporate Plan?

	The Council’s financial status helps to underpin the Council’s Corporate Plan and the associated aspirations.
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4 Context and Key Issues

General Fund Outturn

- 4.1 The overall projected outturn position for the General Fund is an overspend of £2.188m.
- 4.2 The overall projected net directorate outturn variance, excluding the HRA, is an overspend of £4.373m following the use of reserves. The variance for each directorate is summarised in the following table and analysed in more detail within Appendix 1.



Service Area	APPX	Total Budget	Projected Outturn	Projected Variance	(Use of/ Contribution to Reserves & RCCO for specific purposes)	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management	1A	304	644	340	(380)	(40)		(40)
Borough Economy	1B	69,353	70,055	702	(75)	627		627
Adult Social Care	1C	86,016	89,929	3,913	(4,526)	(613)		(613)
Regeneration & Growth	1D	12,386	14,842	2,456	(2,239)	217	(80)	137
Housing	1E	2,336	3,135	799	(108)	691		691
Children's Services	1F	91,200	98,899	7,699	(3,558)	4,141	(240)	3,901
Business Strategy & Change	1G	15,145	14,423	(722)	(307)	(1,029)		(1,029)
Finance	1H	11,498	13,657	2,159	(1,431)	728		728
Law & Governance	1I	7,366	7,250	(116)	86	(30)		(30)
Net Service Expenditure (ex PH)		295,604	312,835	17,231	(12,538)	4,693	(320)	4,373
Public Health	1J	64	3,283	3,219	(3,219)	0		0
Total Net Service Expenditure		295,668	316,117	20,449	(15,757)	4,693	(320)	4,373
Capital Charge Adjustment		(26,461)	(26,461)	0		0		0
External Interest Payments		15,000	15,000	0		0		0
Interest/Dividend Receipts		(7,500)	(8,500)	(1,000)		(1,000)		(1,000)
West Midlands Transport Levy		13,977	13,977	0		0		0
West Midlands Magistrates Court		41	41	0		0		0
Environment Agency (Flood Defence)		88	88	0		0		0
Net Service Expenditure before use of balances		290,813	310,262	19,449	(15,757)	3,693	(320)	3,373
Use of Balances/RCCO/Central Items		26,811	40,070	13,259	(14,281)	(1,022)	0	(1,022)
Collection Fund Surplus		(102)	(102)	0		0		0
Council Tax		(127,008)	(127,008)	0		0		0
Business Rates		(109,560)	(109,560)	0		0		0
Business Rates Top-Up		(38,701)	(38,701)	0		0		0
Section 31 Grants		(38,188)	(38,188)	0		0		0
New Homes Bonus		(111)	(111)	0		0		0
Services Grant		(3,953)	(4,116)	(163)		(163)		(163)
Total Net General Fund Expenditure (inc Central Items and use of balances)		1	32,546	32,546	(30,038)	2,508	(320)	2,188

4.3 The cost of living crisis continues to have a significant impact across the council both in terms of inflationary pressures and an increase in the expected pay award compared to the amount included in the original budget. The position at the end of June has assumed a 7% pay award compared to 5% included in the budget when approved in February. It also includes additional superannuation costs. Both of these increase the Council's salary costs by approximately £5m. The other significant projected overspend relates to SEND Transport and is explained further in the Children's Services section below.



Corporate Management (1A)

- 4.4 The projected outturn for Corporate Management is an underspend of £0.040m relating to employee savings.

Borough Economy (1B)

- 4.5 The projected outturn for Borough Economy is an overspend of £0.627m. The main reasons for this forecast overspend are as follows:
- £0.510m unachieved savings relating to increased income in Visitor Services, staff turnover savings in Green Services, and the Heritage service review
 - £0.424m overspend relating to the potential pay award and an increased rate of pension contributions
 - Offset by:
 - (£0.235m) in year savings on supplies and services budgets in Green Spaces and Visitor Services in order to reduce forecast budget pressures
 - (£0.070m) in year vacancy management savings and other minor budget savings in Green Services, Public Protection and Libraries

Adult Social Care (1C)

- 4.6 The forecast variance against budget for Adults Social Care is an underspend of £0.613m. There are pressures from additional 2% pay award, 1.1% superannuation and external placements. These are wholly mitigated by staff vacancies and underspend in Direct Services.

Regen & Growth (1D)

- 4.7 The projected outturn for Regeneration and Growth is an overspend of £0.137m. The main reasons for this forecast overspend are as follows:
- £0.340m overspend relating to the potential pay award and an increased rate of pension contributions
 - £0.225m reduced income from rechargeable jobs, as a result of staff vacancies
 - £0.200m reduced income from planning application fees and building regulation fees, due to the economic downturn
 - £0.198m loss of income due to building closures and tenant vacancies
 - £0.100m unachieved saving relating to reduction of cleaning services
 - £0.080m budget pressure relating to production of the Sandwell Plan
 - Offset by (£0.926m) in year vacancy management savings and other minor budget savings



Housing General Fund (1E)

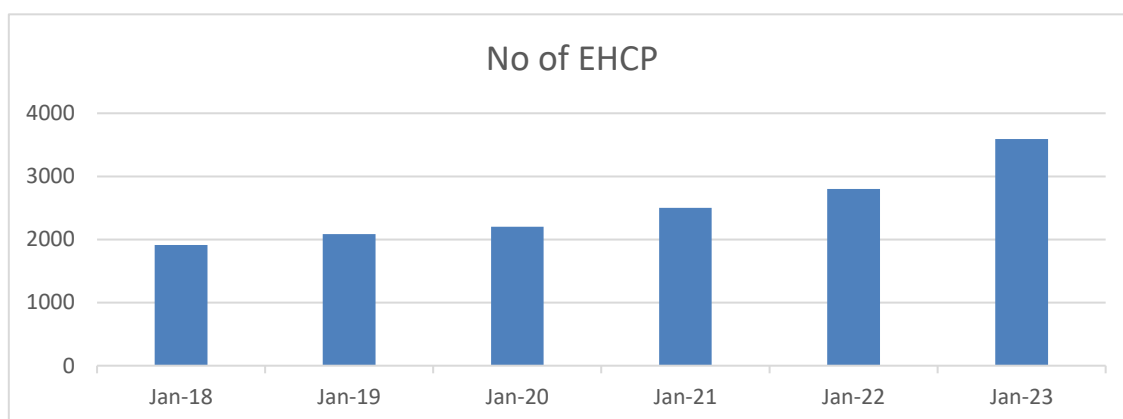
- 4.8 The projected outturn for Housing is an overspend of £0.691m. The main reasons for this forecast overspend are as follows:
- £0.283m overspend relating to the potential pay award and an increased rate of pension contributions
 - £0.210m unachieved savings relating to reduction in grants paid to other organisations, fees and charges income and review of the community centres delivery model
 - £0.202m income budget pressure relating to garage rental
 - £0.137m income budget pressure relating to the Home Improvement Agency
 - Offset by (£0.141m) in year vacancy management savings and other minor budget savings

Childrens Services (1F)

- 4.9 The forecast variance against budget for Children's Services is an overspend of £3.901m. The main reasons for this are SEND transport, the impact of the pay award for the directorate and Sandwell Children's Trust as well as loss of income in Sandwell Residential Education Service (SRES). These are partly mitigated by vacancy savings and additional social care grant.
- 4.10 SEND transport overspend is originally forecasted at £6.265m but was reduced by additional social care grant to £3.265m. The additional pay award pressure (of 2%) and superannuation (of 1.1%) in the directorate (totalling £0.787m) and similar pressure estimated for SCT (totalling £0.240m) further contributed to the overspend. Finally, SRES will not be able to achieve £0.514m of its income target. These pressures are partly offset by staff vacancies and one-off use of various grants.
- 4.11 The forecast increase in the SEND Transport service is due to a significant increase in demand over the years, particularly for complex and out of borough placements which have the highest cost.



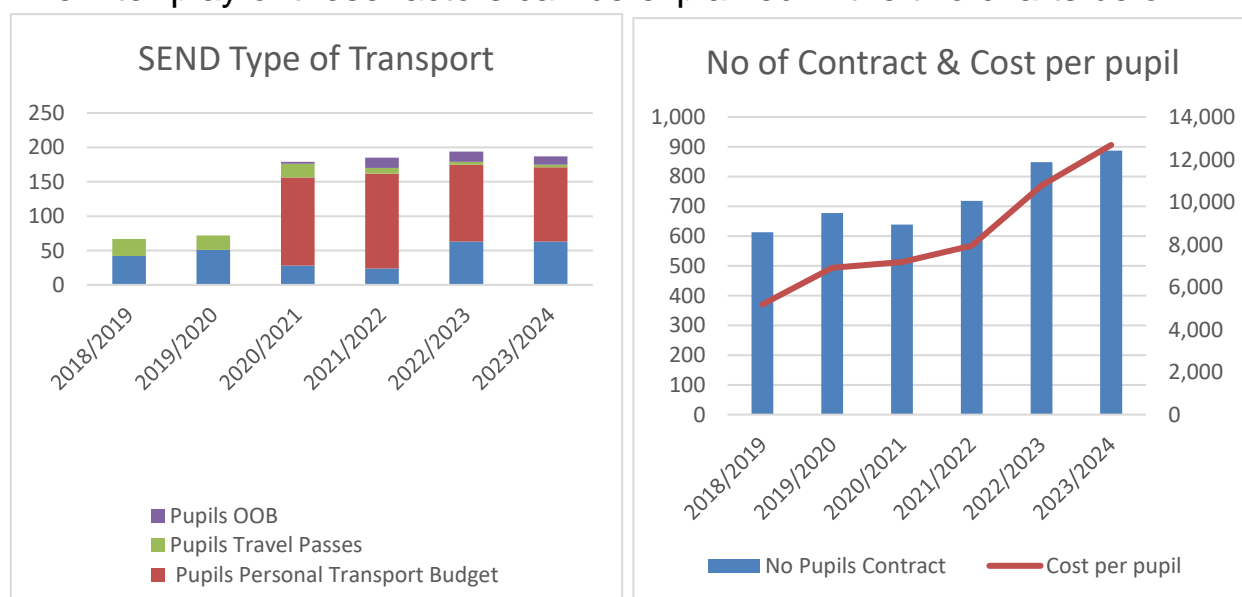
4.12 There has been an 88.8% increase in the Education Health and Care Plans (EHCP) issued over the last 6 years as can be seen in the chart below. This has correspondingly resulted in increase in request for SEN transport.



4.13 As mentioned above, request for travel assistance has therefore increased significantly. Most importantly however, is the increased nature and complexity of need of these pupils that has led to:

- them being placed in out of Borough (OOB) schools
- reduction in use of multi-occupancy vehicles
- More children are now travelling alone with passenger assistant

The inter-play of these factors can be explained in the two charts below.



4.14 The result of this is a significant increase in the cost of travel per pupil as can be seen above. The cost rises sharply from 2021/22 and has been continuing ever since.



- 4.15 The recent framework procurement of SEND used pupil transport number as at April 2022 of 716. However, this figure has increased significantly to 887 at the beginning of this year.
- 4.16 The service is exploring a series of mitigations to include the consultation on wider use of public transport buses and mileage for secondary schools' users of SEND Transport and to add new entrants onto existing routes where possible. This will take effect through the school holidays in Q2 and results will be confirmed in the autumn term. Other mitigations being explored are:
- Review of all routes to ensure optimised efficiency and vehicle sizes
 - Options to reduce reliance on out of borough provision
 - Options to use existing fleet within Adult Social Care for some routes
 - Reviewing the Council's Travel Assistance Policy, although any changes are unlikely to take effect until 2024/25

Business Strategy & Change (1G)

- 4.17 The projected outturn for Business Strategy and Change is an underspend of (£1.029m). The main reasons for this forecast underspend are as follows:
- (£1.208m) one-off savings relating to cyber security, mainly as a result of a delay to the project, including a delay in recruiting to posts
 - (£0.496m) in year vacancy management savings and other minor budget savings
 - (£0.135m) forecast budget surplus relating to the employee benefits scheme
 - Offset by:
 - £0.362m overspend relating to the potential pay award and an increased rate of pension contributions
 - £0.448m unachieved savings relating to hybrid mail, ICT network support, printing and increased fees and charges income

Finance (1H)

- 4.18 The projected outturn for Finance is an overspend of £0.728m. The main reasons for this forecast overspend are as follows:
- £0.400m budget pressure relating to the loss of Housing Benefits subsidy due to increased demand for temporary accommodation



- £0.348m overspend relating to the potential pay award and an increased rate of pension contributions
- £0.075m unachieved saving relating to redesign of Business Support functions. There is still potential for this to be achieved this year so the position may improve.
- Offset by (£0.095m) in year vacancy management savings and other minor budget savings

Law & Governance (1I)

- 4.19 The projected outturn for Law and Governance is an underspend of (£0.030m). Although there is a forecast budget pressure of £0.216m relating to the potential pay award and an increased rate of pension contributions, this is more than offset by (£0.246m) in year vacancy management savings and other minor budget savings.

Public Health (1J)

- 4.20 Public Health is a ringfenced grant and therefore any underspend has to be transferred into a specific Public Health Reserve. The projected outturn variance is currently an overspend of £3.219m.

Housing Revenue Account (1K)

- 4.21 The overall forecast variance against budget for the HRA is nil, as any surplus or deficit at year end is offset by a corresponding transfer to/from the HRA reserve. Prior to transfers to reserves, the forecast outturn is an underspend of (£0.472m). The main reasons for this forecast underspend are as follows:

- (£4.383m) in year vacancy management savings and other minor budget savings

Offset by:

- £1.470m overspend relating to the potential pay award and an increased rate of pension contributions
- £1.023m budget pressure relating to vacant properties – Material and labour costs to bring properties up to a lettable standard
- £0.914m budget pressure relating to the backlog of tree works to be undertaken
- £0.270m budget pressure relating to increased PFI unitary charges
- £0.120m increased insurance recharges
- £0.112m provision for project feasibility expenditure



Dedicated Schools Grant – DSG (1L)

4.22 The overall forecast variance against budget for the DSG is nil, as any surplus or deficit at year end is offset by a corresponding transfer to/from the HRA reserve. Prior to transfers to reserves, the forecast outturn is an underspend of (£3.253m). The main reasons for this forecast underspend are as follows:

- High Needs Block underspend of £1.730m arising from Out of Borough placement, staffing vacancies and SEN development.
- Early Year's block underspend of £0.320m from 2 years old funding and disability access fund.
- £1.200m underspend in Pupil number growth fund due to bulge classes working their way out of secondary schools.

Central Items/RCCO/Use of Balances

4.23 The council has several centrally held budgets. The nature of these is such that they are not within a specific directorate's control. The council also makes use of balances towards one-off expenditure and as Revenue Contributions to Capital Outlay.

4.24 At Quarter 1 an overspend of £0.210m is forecast against Central Items. The reasons for this forecast overspend are as follows:

- £0.140m additional audit fee costs
- £0.070m additional bank charges

Use of Reserves

4.25 At the end of 2022/23 £126.187m was held in earmarked reserves and a number of new reserves and contributions to capital have been actioned as part of the budget setting process for 2023/24 which increased the opening balance to £127.455. During the year, it is projected that £27.755m of these balances will be used leaving a remaining balance of £99.700m. A significant proportion of the use of reserves is the use of the remaining COVID Emergency Funding and Contain Outbreak Management Fund. Further detail is provided in Appendix 3.

Capital

4.26 Expenditure on the Council's capital programme is forecast to be £91.7m within the General Fund and £101.093m within the Housing Revenue



Account for the financial year 2023/24. Appendix 4 provides a detailed breakdown of the programme.

4.27 The budgets that were approved in February 2023 have been updated to include slippage from previous years and additional approvals which require formal approval for inclusion in the Capital Programme. This is £21.1m for the General Fund slippage and additional programme allocation) and £19m for the HRA (slippage from 2022/23) The main areas of slippage are: -

- **Disabled Facilities Grant (DFG)**

There has been slippage of £8.101m within the Housing and Assets directorate on this grant.

A new policy for adaptations and use of DFG was adopted by Cabinet on 7 June 2023. This streamlines the process for approval of grants, enabling higher cost adaptations to be progressed more quickly where eligibility criteria are met. The new policy also widens the offer in line with Government guidance meaning more people are eligible for a wider range of adaptations, including thermal improvements.

Full staffing complement for the Home Improvement Agency is now in place, except for a technical design function for major adaptations which is currently being recruited to. There is no backlog of customers and all referrals (vast majority from Adult Social Care) are being reviewed and progressed so workflow is good. Contract management has been strengthened and will improve completion dates, sign off of work and timely invoicing/payments.

- **Transport**

An additional £33m of City Regional Sustainable Transport Settlement (CRSTS) funding is available for major transport schemes (subject to successful business case approvals). It is estimated that this expenditure will be profiled over a number of years through to 2026/27. However, it is expected that £7m would be required in the current year (of which £4.2m is included in budgets through slippage from 22/23). Therefore £2.8m is required from this additional funding with the remainder to be included in budgets in future years as part of



the formal budget process. Spend cannot commence until Business Cases have been approved by WMCA and funding agreements accepted by the Council.

- **Towns Fund**

The Towns Fund Programme slippage has occurred on key projects where there have been delays following planning application submissions or where negotiations on land acquisitions have not progressed as expected. Financial forecasts are provided to DLUHC on a regular basis with details of issues and progress, to provide assurance that projects can still be completed within the Towns Fund Programme timeframe. Q2 returns from projects due in October 23, will provide further update on the financial profiles and will require approval from Towns Fund Board and S151 officer prior to being submitted to DLUHC for approval.

West Bromwich- Acquisitions for Queens Square has not progressed in Qtr1 and although negotiations have restarted recently, it is expected that any acquisition would now complete in 24/25. Contractors on the Town Hall Quarter are continuing to undertake preliminary works to determine the final cost plan with works due to start in October 23. As the project is a 12 month programme, c£4m funding has slipped to next financial year with a completion date of October 2024.

Smethwick Towns Fund - the Midland Met Learning Quarter submitted a planning application at the end of April 2023 with a determination expected in October 2023. This has caused c£9m slippage to future years as a contractor is now due to be on site early 2024 subject to planning approval. CPO proceedings are continuing for Grove Lane with funding slipped towards the end of the programme if CPO is successful.

Rowley Regis - The Satellite Education Hub profile has slipped to future years due to delays to the planning application decision following resident objections. Following approval in June 23, the



land transaction transfer from SMBC is currently underway with contractor expected on site in March 2024 after completion of the procurement process. The Blackheath Bus Interchange project is currently being reviewed following objections to the consultations earlier in the year.

Section 106/Community Infrastructure Levy (CIL)

- 4.28 Section 106 monies are paid by developers towards the cost of providing community and social infrastructure but must be used for specific purposes. As at Quarter 1, £0.203m of these balances have been utilised, leaving a remaining balance of £2.615m.
- 4.29 The Community Infrastructure Levy is a charge that local authorities can set on new development to raise funds to help fund the infrastructure, facilities and services which are needed to support new homes and businesses in the areas. The Council is currently holding capital balances of £3.059m in relation to this levy and is not forecasting any expenditure against this.

Treasury Management Outturn and Q1 Update

- 4.30 Attached are two reports relating the Council's Treasury Management activities. Appendix 6 is the Treasury Management Outturn Report for 2022/23 as this was not available at the time of the previous report. Appendix 7 is the Quarter 1 Treasury Management Update.

5 Conclusion

- 5.1 The Council is facing a challenging financial position for 2023/24, largely due to the projected overspend against SEND Transport. The potential increased pay award is in the region of £5m and may increase if the current pay offer is not accepted.
- 5.2 Leadership Team agreed that the vacancy controls that were in place for 2022/23 would be reinstated at their meeting on 8 August 2023 in order to reduce the projected overspend. Work is ongoing to identify other spending controls that may be needed to avoid reliance on use of reserves.



6 Alternative Options

- 6.1 There are limited alternatives to the recommendations included in this report. Cabinet could decide not to allow the proposed use of reserves by directorates, but this would increase the projected overspend and result in a further reduction in the council's general fund balance.

7 Implications

Resources:	Resource implications are contained within the main body of the report.
Legal and Governance:	No direct implications arising from the recommendations.
Risk:	This information is contained within the main body of this report.
Equality:	No direct implications arising from the recommendations.
Health and Wellbeing:	No direct implications arising from the recommendations.
Social Value	No direct implications arising from the recommendations.
Climate Change	No direct implications arising from the recommendations.

8 Appendices

App 1 Outturn Summary for Directorates

App 2 Central Items

App 3 Reserves

App 4 Capital

App 5 CIL and S106 Funding

App 6 Treasury Outturn Report 2022/23

App 7 Treasury Update Q1

9 Background Papers

None



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Report to Budget and Corporate Scrutiny Management Board

14 September 2023

Subject:	Improvement Plan Progress
Director:	Chief Executive Shokat Lal
Contact Officer:	<p>Strategic Lead – Service Improvement Kate Ashley Kate1_ashley@sandwell.gov.uk</p> <p>Senior Lead Officer – Service Improvement Rebecca Jenkins Rebecca_jenkins@sandwell.gov.uk</p> <p>Lead Officer – Service Improvement Dawn Webster dawn_webster@sandwell.gov.uk</p> <p>Democratic and Member Services Manager Suky Suthi-Nagra Suky_Suthinagra@sandwell.gov.uk</p>

1. Recommendations

- 1.1. That the Board considers and comments upon the progress of the Improvement Plan up to 3 August 2023.
- 1.2. That any recommendations or comments in relation to 1.1 above are reported to Cabinet.
- 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 fifth quarterly progress 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 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 September and any recommendations or comments will be presented for Cabinet's consideration.
- 2.4 As part of the council's assurance framework for the Improvement Plan, the LGA, Grant Thornton and CIPFA conducted follow-up reviews in Autumn 2022 to evaluate the council's progress on implementing the specific recommendations from those individual reviews.
- 2.5 The findings from the follow-up visits from Grant Thornton, LGA and CIPFA are incorporated into a refresh of the Improvement Plan which has been managed through the established change control process.
- 2.6 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 A single Improvement Plan was agreed by Council on 7 June 2022 to address recommendations from a Value for Money Review into the council's governance arrangements, a CIPFA financial management review, an LGA Corporate Peer Challenge, and Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities. The single Improvement Plan replaced the Governance Review Improvement Plan which was approved in January 2022.



4.1.2 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.

4.1.3 This report is the fifth quarterly update to Scrutiny on progress of the Improvement Plan.

4.2 Improvement Plan Progress

4.2.1 Over this quarter, significant progress has continued to be made to deliver the actions within the Improvement Plan. This includes the handover of Sandwell Aquatics Centre to Sandwell Leisure Trust (SLT) in July 2023 and the agreement for future delivery of leisure services, the launch of the One Team Framework (values and behaviours), and the conclusion of historic matters through a report to Audit and Risk Assurance Committee.

4.2.2 A comprehensive monitoring tool has been developed which includes a progress status rating for all actions. 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. The Improvement Plan Monitoring Tool is included at Appendix 1.

4.2.3 Progress against each theme of Improvement Plan is contained within Appendix 2. This includes a description of workstream progress including progress against milestones and achievements, and any progress issues. A summary by theme is provided below.

4.3 Organisational Culture Theme

4.3.1 Achievements this quarter:

- Values and Behaviours Launch and Share events with people managers carried out.
- Approach agreed for Corporate Governance Development learning and development with preparations being made for a series of scenario-based learning events.



- Member Development Plan in place for 2023-24 Municipal Year and Member Handbook created.

4.3.2 Organisational Culture Progress Issues:

- **Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship**
 - In relation to the Member-Officer Relationship, there are ongoing mechanisms in place for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. The external reviews in late 2022 acknowledged the significant strides in the relationship
 - A Member-Officer relationship survey was launched in April to gain further insight into the relationship and provide a source of insight to aid continuous improvement activity.
 - The reason for the exception report is that the survey received a lower response rate from Officers and Members than was expected. As a result, new plans have been formed for additional insight-gathering to take place in Autumn 2023. The insight will be used in sessions focusing on the Member-Officer Relationship led by the LGA. The approach takes into account feedback from Officers and Members around the response rate and style of engagement.
 - Following the Autumn insight-gathering, consideration will be given to whether an ongoing mechanism is needed and to embed this within our continuous improvement approach.

4.4 Corporate Oversight Theme

4.4.1 Achievements this quarter

- SEND 2 Transport procurement project lessons learnt shared with Wider Leadership Team. Actions embedded into plans for SEND 3 procurement
- Refreshed Corporate Plan agreed, and Directorate business plans finalised
- Improvement Plan Annual Report and Report to Secretary of State on the Improvement Plan progress



- Local Partnerships Review to inform Corporate Programme Management Office
- Member engagement held to inform Customer Journey Programme

4.4.2 Corporate Oversight Progress Issues:

- **Oracle Transformation Programme**
 - The Oracle Transformation Programme is currently in its modelling phase.
 - The reason for the exception report is that there have been delays to some workstreams within the modelling phase of the programme. A revised plan has been created and approved by the Oracle Programme Board. The programme is still on track for its planned Go Live date of April 2024.
- **Integration of Performance Reporting on revenue, capital and performance information**
 - Quarterly performance reports are made to Cabinet and Leadership Team across the Performance Management Framework. This includes separate financial reports and performance management reports.
 - The intention is to bring the reporting together to improve collective insight into performance.
 - The reason for the exception report is that work to commence on this has been revised to commence from March 2024. This will allow the work to be informed by the reporting ability of Oracle Fusion once implemented.
- **Directorate level restructuring and review of Spans and Layers**
 - An appointment has been made to the Assistant Chief Executive position and they are due to commence in September
 - The reason for the exception report is that the Directorate-level structure is under discussion, and the spans and layers review is being considered in line with the workforce strategy implementation.
 - Actions are currently placed on hold, however initial mapping of structures across the organisation has been completed.

4.5 Strategic Direction Theme



4.5.1 Achievements this quarter

- Cabinet approval to new Terms of Reference for the Equalities Commission Board
- Cabinet approval to appointment of Strategic Delivery Partner for the Regeneration Pipeline
- Appointment of Contractor for housing stock condition surveys
- Budget Consultation launched

4.5.2 Strategic Direction Progress Issues

- **HRA Business Plan: Stock condition surveys**
 - The HRA Business Plan was agreed by Cabinet in February.
 - A range of factors need to be taken into account in reviewing and amending the plan in future years including the results of stock condition surveys.
 - The reason for the exception report is that problems were encountered with the initial procurement resulting in a new procurement activity.
 - A contract has now been awarded and the contractor is due to commence work in September.
- **Commercial Strategy – Business Cases and Resourcing**
 - The Commercial Strategy was agreed in March 2023. A set of project outlines were agreed, and work has commenced to develop these to full business case stage and monthly highlight reporting is in place.
 - The reason for the exception report is that there is slippage against the action plans for developing the full business cases. This continues to be monitored by the Corporate Transformation Board. There has also been difficulty in recruiting a Commercial Project Officer. Other options are being considered for the recruitment.
- **Customer Journey Strategy**
 - Work is progressing on the Customer Journey Programme with governance arrangements and a plan in place.
 - The reason for the exception report is that engagement sessions with residents were put on hold due to planned sessions coinciding with Serco strike action.
 - Engagement with Members has been conducted focusing on ward and casework management and these have been positively received.



- New plans have been formed for the resident engagement sessions and the date for the approval of the strategy adjusted to March 2024.

4.6 Decision Making Theme

4.6.1 Achievements this quarter

- Position of historic issue report received by ARAC June 2023 and matter concluded.

4.6.2 Decision Making Progress Issues

- No issues in this theme

4.7 Procurement and Commercial Theme

4.7.1 Achievements this quarter

- Handover of Sandwell Aquatics Centre to SLT
- Agreement reached with SLT to extend SLT's operation of leisure centres
- Contract Management Guidance and Templates live on Council's intranet
- Street Cleansing Recovery plan incorporated into the annual service delivery plan provided by Serco.
- Completion of Phase 2 Tech Forge Asset Management System (transfer of data into the system)

4.7.2 Procurement and Commercial Progress Issues:

- **Completion of Fleet Replacement**
 - The waste service fleet replacement continues to be overseen through contract management arrangements with Serco.
 - The reason for the exception report is that there has been a delay to the final order of 16 Refuse Collection Vehicles linked to supplier issues for build slots and discussions around the waste management strategy. The final order is now in place with delivery of vehicles expected by end 2023.
- **Performance Management System: Options Appraisal**



- A performance management system is being explored to support business intelligence across the council and facilitate reporting within the performance management framework.
- The reason for the exception report is that the original timescales to bring forward an options appraisal have been pushed back due to supplier availability for system demos. The final system demo is being held in August.
- The options appraisal is due to be completed by October 2023.

4.8 Partnerships and Relationships Theme

4.8.1 Achievements this quarter

- Continuation of effective governance arrangements and joint work with Sandwell Children's Trust including launch of Family Hubs programme with partners.
- Commencement of modelling of currently processes relating to the transition from children's to adults' services
- Engagement with key regional and sub-regional groups continues to bring benefits for Sandwell including forthcoming Devolution Deal (due to be reported to Cabinet in September), securing funding for 2-3 sites under the OPE programme, submission of a substantial bid for affordable homes to the WM Growth Company, and ongoing engagement in relation to the Commonwealth Games Underspend (having already secured £2m to fund increased utility costs at the Sandwell Aquatic Centre).

4.8.2 Partnerships and Relationships Progress Issues

- **Consultation on VCS Draft Strategy**
 - An annual report is being prepared for Cabinet in Autumn with the next steps for delivering the strategy.
 - The reason for the exception report is that the strategy is being developed over a longer period to enable a more fundamental look at the relationship with the VCS to take place.
- **Preparing for Adulthood Project**
 - Work on this project has commenced and modelling of current processes is taking place.
 - The reason for the exception report is due to resources as there have been difficulties recruiting to a project manager position. The



project is being supported by the Corporate Transformation Office.

5 Statutory Recommendations

- 5.1 The Grant Thornton Value for Money Governance Review 2021 included three statutory recommendations (Appendix 3) 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.
- 5.2 In their follow up review 2022, Grant Thornton recognised progress against all three statutory recommendations.
- 5.3 **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.
 - Sandwell Leisure Trust – agreement reached to extend SLT’s operation of leisure centres to March 2027.
 - Handover of Sandwell Aquatic Centre to SLT
 - Sandwell Children’s Trust – Governance arrangements remain in place. Joint work in place with SCT in relation to corporate parenting and early help. Revised contract commenced 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.
 - Regeneration Strategy and Pipeline to underpin significant regeneration in Sandwell approved by Cabinet 23 March 2022. First monitoring provided to Cabinet in November.
- 5.4 **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 first phase of the Governance Review has completed with the Constitution refresh.
- Corporate Governance Training - Programme of training and development commenced in September 2022 on effective decision-making, good governance, and revised contract procedure rules. Next phase of Corporate Governance Development is being rolled out during 2023-2024.
- Commercial Strategy approved in March 2023.
- Corporate Asset Management Strategy approved by Cabinet in November 2023.
- SEND Transport lessons learnt completed and shared with Wider Leadership Team

5.5 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 arrangements are in place. Member Development Programme is being regularly reviewed by Ethical Standards and Member Development Committee. Member Handbook created for Municipal Year 2023-24.
- 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 Strategy.
- Organisational Culture – Extensive engagement held to inform the One Team Framework (Values and Behaviours) which was approved in March 2023. Values and behaviours launched.
- Meeting structures to facilitate Cabinet Member and Leadership Team cross-working in place and meeting needs.



6 Specific Recommendations from External Reviews relating to Scrutiny

- 6.1 The Statutory Directions set out that the Council must secure improvement in relation to the proper functioning of the scrutiny and associated audit functions.
- 6.2 In the original Value for Money Governance Review (2021) Grant Thornton set out 3 recommendations that relate to scrutiny. In their follow up review in Autumn 2022, Grant Thornton commented that *'positive progress has been made to improve the culture and professionalism of key Council committees, with the scrutiny function making particular progress.'* The LGA Corporate Peer Challenge Follow up review also found that scrutiny is *'going from strength to strength'*.
- 6.3 No further improvement recommendations relating to the role and function of scrutiny were made by CIPFA, Grant Thornton or the LGA in their follow-up reviews of Autumn 2022.
- 6.4 Appendix 4 provides an overview of progress against the original recommendations relating to scrutiny, along with related findings from the Grant Thornton and LGA follow-up visits.

7 Scrutiny Work Programme

- 7.1 Budget & Corporate Scrutiny Management Board have included regular reports on overall progress of the Improvement Plan on their work programme.
- 7.2 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. An update on these is provided below.

Work Programme Item Requested	Update
Council Culture and how we engage with hard-to-reach staff	Discussions held on 6 December 2022 and 12 January 2023. The Board are keen that conversations around the One



	Team Framework continue to help embed the new values.
Combined Authority	Regular updates to be provided to scrutiny on work being undertaken by the Combined Authority and various funding available to help regenerate the Borough. The Chief Executive of WMCA will be attending a meeting of the Budget and Corporate Scrutiny Management Board in November to update.
Procurement Processes followed to achieve goals	SEND Transport Update to Children's Services and Education Scrutiny Board considered on 29 March 2023. Regular updates are also being provided through scrutiny action tracker.
Customer Journey and public engagement	Scrutiny review on the customer journey has been concluded and was considered and approved by Cabinet in July 2023. The recommendations will form part of the action plan for the customer journey work being developed.

8 External Reviews - Follow up reports

- 8.1 External assurance continues to play a part in our improvement journey to monitor our progress in addressing the recommendations made through external reviews. Grant Thornton, LGA and CIPFA conducted follow up reviews in late 2022. Scrutiny received the follow up reports in March 2023.
- 8.2 Reports from Sandwell's Commissioners have been submitted to the Secretary of State on a six-monthly basis. In their June 2023 report, Commissioners noted the considerable progress made over the first fifteen months of the intervention towards addressing the significant challenges facing the authority. In their third report, the Commissioners outlined that their focus over the coming months will be in the following areas:
- Developing the strategic capacity of the organisation



- Implementation and embedding of the council's values and behaviours (One Team Framework)
- Establishing a comprehensive transformation programme linked to the delivery of the medium-term financial strategy
- Approval of the 2020/21 accounts by the external auditors and a clear timetable for approval of the 2021/22 accounts

8.3 Planning is underway for a return visit of Grant Thornton in Autumn 2023.

9 Risk Management

9.1 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 and Audit & Risk Assurance Committee.

9.2 The current risk register is attached as Appendix 6. The main risks are associated with:

- **Resources** – for delivery of key components of the plan including the corporate programme management office. The financial resources required have been identified and were approved by Council in June. To provide additional capacity across improvement activities, the Improvement Reserve is being used to fund graduate placements within the National Graduate Development Programme which will commence from September 2023.
- **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.
- **Investment and Financial Resources** – to ensure financial resources are made available resource gaps/ pressures associated with the Improvement Plan have been identified
- **Constitutional Changes**- If key governance changes (agreed during 2022) are not embedded throughout the organisation then opportunities will be missed. First round of training has been delivered along with revised templates and guidance. Phase 2 of the Corporate



Governance Review is underway and this will focus on embedding the constitutional changes

10 Changes to the Improvement Plan – Phase 3 Refresh

- 10.1 The Improvement Plan is intended to be a live document updated to take account of progress and relevant changes.
- 10.2 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.
- 10.3 The list of all changes is provided in Appendix 5. Where new actions have been added to the Improvement Plan, these are displayed within the monitoring tool with red font colour.
- 10.4 The changes made are summarised below.
- 3 new sub-actions have been added
 - 14 changes have been made to action delivery timescales, and milestones (6 of which are of more than 3 months)
 - 2 changes have been made to descriptions of actions
 - 3 Main actions have been closed as the activity is complete (this includes 1 main action that also closing results in a Workstream closure)
 - 2 Assurance actions have been closed.

11 Reporting Framework and Governance

- 11.1 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.
- 11.2 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. Reports were submitted in December 2022 and June 2023. The next report is due December 2023



- 11.3 Member-led committees, such as the Governance & Constitution Review Committee, Audit & Risk Assurance Committee and Scrutiny Committees, are used for providing a steer and maintaining oversight of the actions and implementation of the Improvement Plan.
- 11.4 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 last year.
- 11.5 Audit & Risk Assurance Committee receive quarterly updates on the Improvement Plan and the Improvement Plan Risk Register.
- 11.6 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. This has included a ‘deep dive’ focus on the work under the Organisational Culture theme and engagement with the workforce.
- 11.7 Any recommendations or comments from Audit & Risk Assurance Committee and Budget & Corporate Scrutiny Management Board will be reported to Cabinet.

12 Implications

Resources:	The monitoring of the Improvement Plan is being carried out within existing resources. Council’s approval of the single Improvement Plan included allocation of resources to ensure delivery of the Improvement Plan. These resources are monitored regularly by the Programme Management Office and Leadership Team.
Legal and Governance:	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



	<p>comply with these Directions may lead to further intervention measures for the council.</p> <p>The delivery of actions within the Plan agreed by Council in June 2022, as well as any subsequently identified actions, will support the council to achieve sustainable improvement. This will support the end of government intervention.</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>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 1999 Act. This could lead to further government intervention, increased costs and damage to reputation.</p> <p>A risk register is in place and 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 will be 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 this 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 the 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.
Climate Change	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. Green in everything we do is one of the Fairer Sandwell principles running throughout the Corporate Plan. Any improvements to the council's governance structures will strengthen the council's ability to embed this principle and further the climate change agenda.
Corporate Parenting:	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 include being a good Corporate Parent for the children in our care and supporting young people



	once they leave care. Therefore, any improvements to the council's governance structures will strengthen the council's ability to be a good Corporate Parent.
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13 Appendices

1. Improvement Plan Monitoring Tool July 2023
2. Improvement Plan Theme Summary July 2023
3. Statutory Recommendations Reporting July 2023
4. Scrutiny and Audit Recommendations Reporting July 2023
5. Changes to the Improvement Plan July 2023
6. Improvement Plan Risk Register July 2023
7. Improvement Plan Governance Diagram

14 Background Papers

- [Sandwell Council Improvement Plan](#)
- Approval of Sandwell Council Improvement Plan [Report to Council 7 June 2022](#)
- Reports to the Secretary of State for Levelling up Housing and Communities:
 - June 2022 Reports
 - [Sandwell Council Report to Secretary of State for Levelling up, Housing and Communities](#), June 2022
 - [Sandwell Council Commissioners: third report to Secretary of State for Levelling up, Housing and Communities, June 2023](#) (published July 2023)
 - [Ministerial response to third letter](#) (July 2023)
- Improvement Plan Progress Reports:
 - To Council: [13 December 2022](#)
 - To Cabinet:
 - [March 2023](#)
 - [December 2022](#) including LGA Corporate Peer Challenge Progress Review Report Nov 2022
 - [September 2022](#)
 - To Audit and Risk Assurance Committee



- [March 2023](#)
 - [January 2023 \(External Review Reports\)](#)
 - [November 2022](#)
 - [September 2022](#)
 - [June 2022](#)
- To Budget and Corporate Scrutiny Management Board
 - [March 2023](#)
 - [November 2022](#)
 - [September 2022](#)
- External Review Reports
 - [Grant Thornton Value for Money Governance Review Follow-up Report 2022](#)
 - [Grant Thornton Value for Money Governance Review December 2021 – reissued October 2022](#)
 - [LGA Corporate Peer Challenge Progress Review Report 2022](#)
 - [LGA Corporate Peer Challenge Report February 2022](#)
 - [CIPFA Financial Management Report January 2022](#)
 - Reports to the Secretary of State for Levelling up Housing and Communities:
 - [Sandwell Council Report to Secretary of State for Levelling up, Housing and Communities, December 2022](#)
 - [Sandwell Council Commissioners: second report to Secretary of State for Levelling up, Housing and Communities, December 2022 \(published March 2023\)](#)
 - [Ministerial response to second letter \(March 2023\)](#)





IMPROVEMENT PLAN

Progress against Plan Status Rating	Definition	Leadership Team Action as a result
On Track	Progress against the action is good and there is i) a low level of issues; and/or ii) progress is in line with the delivery date with no/ minor slippage (e.g. less than 1 months); and/or that	Leadership Team note progress and seek assurance that on track
Medium progress	Progress on the action is being made but there is i) a medium level of issues and/or ii) slippage (actual / projected) of 1-2 months	Leadership Team watching brief and review impact on dependencies
Significant issues / slippage	There is a significant level of issues and/or slippage (e.g. more than 2 months)	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
On hold	Action placed on hold due to different approach being considered	

Theme 1 -Organisational Culture

Static data			Owners					Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)/June 2023)	Status (July 2023)	Update (Initial and Date)/July 2023)
Establishing Organisational Culture	OCA2.0	Create the right environment for that organisational culture to thrive	Workforce Strategy approved	(New) O1 We will embed the One Team Framework	Chief Executive	Deputy Leader					Focus 1	N/A	N/A	N/A	N/A
Establishing Organisational Culture	OCA2.1	Workforce Strategy approved			Chief Executive	Deputy Leader		Head of HR	Dec-22	Jul-23	N/A	On Track- little or no slippage	The draft of the workforce strategy is being taken to Leadership in July 2023 for approval. (N. DS 3.7.23)	Medium Progress- actual/ projected slippage of 1-2 months	Workforce strategy being agreed at September Leadership. There is no delay to the workstreams within the strategy whilst this approval is pending. (DS)
Establishing Organisational Culture	OCA2.3	Project Plan for launch of One Team Framework and alignment to people management practices - Launch and share events with people managers (June & July 2023) - Alignment of One Team framework values and behaviours in people practices and L&D offer .			Chief Executive	Deputy Leader		Head of HR	Mar-23	Jul-23	N/A	On Track- little or no slippage	3 sessions completed. 5 remaining - Programme plan drafted and key workstreams identified.	On Track- little or no slippage	Final launch and share session 21 July 2023. Feedback and evaluation from launch is being collated. Programme plan meeting with stakeholders of the wider OTT embedding taking place 19.7.23. (DS)
Establishing Organisational Culture	OCA2.4	Employee performance review and objective setting, linked to Corporate Plan and Directorate Plans (Appraisal) a) confirm approach for 2023 b) determine fully refreshed approach for 2024 onwards			Chief Executive	Deputy Leader		Head of HR	Mar-23	Mar-24	N/A	On Track- little or no slippage	Project scoping taking place inline with programme plan	On Track- little or no slippage	L&OD have a draft proposal and will commence a timeline to consult with stakeholders as part of the project plan in OCA2.3. (DS)
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Management Development Programme Agreed	(New) O2 We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive	Chief Executive	Deputy Leader	Director- Law & Governance				Focus 2	N/A	N/A	N/A	N/A
Officer Learning and Development	OC.B2.1	Management and Development Programme Scope, Content and Budget Agreed			Chief Executive	Deputy Leader	Director- Law & Governance	Head of HR HR Team Manager L&D/OD	Oct-22	April 23	N/A	On Track- little or no slippage	Manager essentials sessions and Sandwell Manager essentials will continue as BAU. Learning for managers	Complete	Can this marked as complete now as Sandwell Manager essentials will continue as BAU. Learning for managers
Officer Learning and Development	OC.B2.4	Management Development Programme Delivery			Chief Executive	Deputy Leader	Director- Law & Governance		Apr-23	tbc	N/A	On Track- little or no slippage	As above	Complete	As above
Officer Learning and Development	OC.B2.5	New action: Senior Leadership Development Programme Scope, Content and Budget Agreed			Chief Executive	Deputy Leader		Head of HR HR Team Manager L&D/OD		TBC	N/A	New Action Added	VL and DS to meet with SL (13th July) scope requirements	New Action Added	VL/DS met with Shokat and provisional ideas and plans are being developed for a pilot of a programme approx January 2024. (DS)
Officer and Member Relationship	OC.C4.0	Assurance Activity to sustain positive Officer and Member Relationship		(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance	Leader of the Council			Jan-23		Focus 2	N/A	N/A	N/A	N/A
Officer and Member Relationship	OC.C4.1	Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship			Director - Law & Governance	Leader of the Council			Jan-23	May-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	The ongoing mechanisms for insight and assurance around the Officer-Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. Following discussions with ARAC and BCSMB around the Officer-Member	Medium Progress- actual/ projected slippage of 1-2 months	The ongoing mechanisms for insight and assurance around the Officer-Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is
Officer and Member Relationship	OC.C4.2	New action: Compile insight into the Member-Officer Relationship in preparation for Autumn sessions with LGA around the Member-Officer Relationship			Director - Law & Governance	Leader of the Council			Jul-23	Nov-23	N/A	New Action Added	To commence following discussions with Group Leaders and Chief Whips and Ethical Standards and Member Development Committee around approach ahead of LGA sessions	New Action Added	Preparations underway for Autumn insight gathering around the Member-Officer relationship.
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	LT review of All Member briefings	(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance	Leader of the Council					Focus 2	N/A	N/A	N/A	N/A
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	Jun-23	N/A	On Track- little or no slippage	Continuous learning has been taking place throughout the previous Municipal Year. Once next All Member briefing has been scheduled (likely end July), discussion will take place with Leadership Team on content and preparation including continuous learning around how the briefings are working.	On Track- little or no slippage	Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. Next briefing will take place mid August. Once forward plan of All Member briefing dates in place this action will be closed.
Member Learning and Development	OC.D5.0	Member development programme	Approval of refreshed Member Development Programme for start of Municipal Year	(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance						Focus 2	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D5.1	Approval of next iteration of MDP that includes actions as a result of Member POP analysis			Director - Law & Governance	Ethical Standards and Member Development Committee			Mar-23	23-Mar	N/A	Complete	Complete	Complete	complete

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating		
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)/June 2023)	Status (July 2023)	Update (Initial and Date)/July 2023)
Member Learning and Development	OC.D5.2	New action: New Member Survey conducted and any required amendments made to MDP / New Member Induction programme			Director - Law & Governance	Ethical Standards and Member Development Committee			Jul-23	23-Aug		New Action Added		On Track- little or no slippage	Due to be launched at end July.
Internal Communications	OC.E2.0	Deliver the communications strategy to assist with more effective internal communications		(New) O5- We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (See O20 - O22)	Chief Executive	Leader of the Council			Feb-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Internal Communications	OC.E2.1	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 - We are Sandwell e-bulletin (New)			Chief Executive	Leader of the Council		Strategic Lead - Communications	Ongoing	Monthly updates through IP	N/A	On Track- little or no slippage	CE blog, Team Talk, Directorate events and We are Sandwell bulletins delivered. A corporate live event was held to mark Corporate Parenting Week and work is underway to deliver an in person all staff briefing at the SAC in July.	Complete	First in person all staff briefing held at the SAC on 19th July setting out the vision for the organisation and the high-level roadmap on how we get there. This has been followed up with comms for those unable to attend on the day, including a booklet going to colleagues who do not have an email account. Other BAU internal comms channels maintained.
Internal Communications	OC.E2.2	Chief Executive's Comms Plan launch			Chief Executive	Leader of the Council		Strategic Lead - Communications	Spring 2023	TBC	N/A	Complete	Matt / Harps - suggest this is closed as the plan is now in place	Complete	Complete
Internal Communications	OC.E2.3	Develop proposal for all staff conference			Chief Executive	Leader of the Council		Strategic Lead - Communications	TBC	Aligned to CEX 100 day plan	N/A	On Track- little or no slippage	Being held on 19th July.	Complete	Delivered on 19th July.
Internal Communications	OC.E2.4	Formal Employee Recognition Scheme - approach and resources identified			Chief Executive	Leader of the Council		Strategic Lead- Service Improvement	Mar-23	Oct-23	N/A	On Track- little or no slippage	Development of Employee Recognition Scheme is being linked to values and behaviours roll out. Aiming for October for proposal for scheme.	On Track- little or no slippage	Development of Employee Recognition Scheme is being linked to values and behaviours roll out. Aiming for October for proposal for scheme.
Internal Communications	OC.E2.5	Continuous feedback on effectiveness of internal comms			Chief Executive	Leader of the Council		Strategic Lead - Communications	Ongoing	Quarterly Reporting Jan, Apr, July, Oct	N/A	On Track- little or no slippage	dashboard to monitor engagement levels of internal bulletins established.	Complete	Survey being conducted to get feedback from the all staff briefing. Continue to add pulse/feedback surveys to internal comms channels and directorate.
Internal Communications	OC.E2.6	Regular comms activity around the scale of financial activities and how the organisation is addressing them.			Chief Executive	Leader of the Council	Director - Finance	Strategic Lead - Communications	Jan-23	ongoing	N/A	On Track- little or no slippage	as last month- Regular comms setting out the MTS as one of the top priorities for the organisation - this will be covered in the all staff briefing in July.	Complete	Reminder of the financial position of the council included in the CE's message at all staff briefing.
Internal Communications	OC.E2.7	Review social media policy and create guidance/ protocol for working with MPs			Chief Executive	Leader of the Council		Strategic Lead - Communications AD - HR	Jan-23	23-Aug	N/A	On Track- little or no slippage	Revised policy was taken to last TU meeting.	On Track- little or no slippage	Meeting with TUs to discuss their proposed changes on 25th July.
Internal Communications	OC.E2.8	Regular comms activity around the golden thread			Chief Executive	Leader of the Council		Strategic Lead - Communications	Jan-23	ongoing	N/A	On Track- little or no slippage	Main method to do this is now the CE blog.	Complete	Golden thread articulated as part of the CE's presentation at the all staff briefing.
Embedding Constitutional Changes	OC.G1.0	Governance review training Phase 2		- Corporate Governance Development Programme Agreed - Delivery of Corporate	(New)O10- We will ensure that our refreshed governance arrangements are embedded	Director - Law & Governance	Leader of the Council		Jan-23	TBC	Focus 2	N/A		N/A	
Embedding Constitutional Changes	OC.G1.3	Governance Training and Development	Corporate Governance Training Delivery		Director - Law & Governance	Leader of the Council	Director-Finance		Jan-23	May-24	N/A	On Track- little or no slippage	First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance.	On Track- little or no slippage	First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance.
Embedding Constitutional Changes	OC.G1.4	Annual Refresher of Corporate Governance Training			Director - Law & Governance	Leader of the Council			June 2023	Dec-23	N/A	On Track- little or no slippage	Code of Corporate Governance Training Contained within MDP. 2 further training dates are being identified to capture Members who didn't attend first session. AGS has to be presented alongside Annual Accounts.	On Track- little or no slippage	Code of Corporate Governance Training Contained within MDP. 2 further training dates are being identified to capture Members who didn't attend first session. AGS has to be presented alongside Annual Accounts.

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)/June 2023)	Status (July 2023)	Update (Initial and Date)/July 2023)
Embedding Constitutional Changes	OC.G1.5	Delivery of Directorships and Trusteeships Training			Director - Law & Governance	Deputy Leader			Jan-23	Jul-23	N/A	On Track- little or no slippage	Contained within MDP. Delivery due in August	On Track- little or no slippage	Contained within MDP. Delivery due in August
Role and Function of Scrutiny and Audit	OC.H1.0	Assurance Activity to ensure effective contribution of Scrutiny and Audit is sustained		New O10- We will ensure that our refreshed governance arrangements are embedded	Director - Law & Governance						Focus 2	N/A		N/A	
Role and Function of Scrutiny and Audit	OC.H1.2	Quarterly survey of Member and Officers participating in Scrutiny and Audit meetings			Director - Law & Governance			Strategic Lead - Service Improvement Democratic and Member Services Manager		Jan April July October	N/A	Complete	Surveys of Officers and Members attending Scrutiny and Audit ended April 2023 and findings shared with IPRM and Chairs. Next steps are for feedback to be sought from New Members on their experiences of Committee Meetings to ensure that they are receiving the required support to participate fully in these meetings. Autumn engagement around Member-Officer Relationship will be a route for continuous improvement and learning.	Complete	complete

Theme 2- Corporate Oversight

Static data			Owners				Dates		Focus	Progress against plan		Evidence of status rating		July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
ERP	CO.A1.0	Implement Oracle Fusion	Oracle Fusion Implemented Discovery phase complete Modelling phase complete	(New) O15 We will deliver the Oracle transformation programme	Director-Finance	Deputy Leader	Director-Business Strategy & Change Director- Law		Apr-22	Apr-24	Focus 2	N/A	N/A	N/A	N/A
ERP	CO.A1.9	Completion of the modelling phase			Director-Finance	Deputy Leader		PMO lead	Feb-23	Jun-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Modelling phase complete for Finance and Procurement. Extended until mid-July for HR and Payroll. Amended Project Plan being considered by Programme Board to use contingency and ensure April 2024 Go Live is still achievable.	Medium Progress- actual/ projected slippage of 1-2 months	CRP3 completed for SCM and Finance. Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024.
ERP	CO.A1.10	Go live			Director-Finance	Deputy Leader		PMO Lead	Apr-24	Apr-24	N/A	On Track- little or no slippage	As above - some slippage in HR and Payroll but April Go Live still achievable	On Track- little or no slippage	Go Live still planned for April 2024.
ERP	CO.A1.11	Programme benefits will be defined during the duration of the programme and agreed with the programme board -a process will be agreed for monitoring and reporting the benefits -benefit realisation will take place post go live.			Director-Finance	Deputy Leader		PMO lead	Feb-23	quarterly May Aug Nov Feb	N/A	On Track- little or no slippage	due August		due August
Improvement Planning, Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	6 monthly report to SoS	(New) O17 We will complete a review of strategic capacity at Senior Leadership level to support successful delivery of the Corporate Plan and long term planning.	Leadership Team	Leader of the Council			Mar-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	CO.B1.4	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	N/A	On Track- little or no slippage	Quarterly reports made to Cabinet, Scrutiny and Audit in June. Council approved report to SoS and report. Next monthly report due to IPRM 13/07. R120/06/23	On Track- little or no slippage	Quarterly reports made to Cabinet, Scrutiny and Audit in June. Council approved report to SoS. Monthly report (June return) to IPRM made 13/07 and due to Leader's Meeting 26/07. July return being prepared. Due to be reported to IPRM 03/08, Leader's Meeting 09/08 and to Cabinet, Scrutiny and Audit in September
Improvement Planning, Monitoring and Learning	CO.B1.5	6 monthly report to Secretary of State			Leadership Team	Council		Strategic Lead: Service Improvement	Dec-22	June & December each year throughout intervention	N/A	On Track- little or no slippage	June report submitted. Next report due December. R120/06/23	On Track- little or no slippage	June report submitted. Next report due December. R120/06/23
Improvement Planning, Monitoring and Learning	CO.B1.6	Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team		(New) O22 We will develop and embed excellent people management practices, by effectively leading, supporting and innovating our workforce	Chief Executive	Deputy Leader			Jan-23	Jan July each year	Focus 2	On Track- little or no slippage	Included in monitoring return for June and on IPRM agenda 13/07/23 Preparations underway for Autumn 2023 EES.	Complete	Compiled for IPRM on 13/07/23 and key messages are being included in comms for all staff event on 19/07/23. Final sign off on questions for Autumn 2023 survey due in July.
Improvement Planning, Monitoring and Learning	CO.B1.7	New action to be added: Conduct Employee Engagement Survey for 2023 and consider actions required in response to the findings		(New) O22 We will develop and embed excellent people management practices, by effectively leading, supporting and innovating our workforce	Chief Executive	Deputy Leader		AD - HR Strategic Lead - Service Improvement	Jul-23	early 2024	Focus 2	New Action Added	new action added	New Action Added	Preparations underway for EES to be launched in Autumn 2023. Leadership Team sign off on questions due in July.
Improvement Planning, Monitoring and Learning	CO.B2.0	Single Improvement Plan Phase 2 and Phase 3	SIP phase 2 approved	(New) O17 We will complete a review of strategic capacity at Senior Leadership level to support successful delivery of the Corporate Plan and long term planning.	Leadership team	Leader of the Council			Dec-22	Jun-23	Focus 2	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	CO.B2.2	Approval of Improvement Plan Phase 3			Leadership team	Leader of the Council		Strategic Lead: Service Improvement	Mar-23	Jun-23	N/A	Complete	Reported to Cabinet in June 2023.	Complete	complete
Improvement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement	CI framework developed LL framework developed SEND 2 LL actions embedded in business plans	O17 We will hold ourselves to account for the delivery of the improvement plan and continuously improve	Chief Executive	Leader of the Council			Autumn 2022	Oct-23	Focus 2	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement framework			Chief Executive	Leader of the Council			Autumn 2022	Oct-23	N/A	On Track- little or no slippage	Framework will utilise transformation principles. Being planned for October.	On Track- little or no slippage	Framework will utilise transformation principles. Being planned for October.
Improvement Planning, Monitoring and Learning	CO.B3.2	Develop a lessons learnt framework			Chief executive	Leader of the Council			23-Jan	Oct-23	N/A	On Track- little or no slippage	Lessons Template and Guidance being prepared	On Track- little or no slippage	Lessons Template and Guidance being prepared

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Improvement Planning, Monitoring and Learning	CO.B3.3	Ensure SEND 2 lessons learnt applied			Leadership Team	Leader of the Council			23-Jan	June	N/A	Complete	SEND2 transport Lessons Learnt shared with WLT 08/06/23. Actions embedded in plans for SEND3. Tools falling out of this capture will be used across the organisation to support wider procurement activity. Included in business plans.	Complete	complete
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Q4 report Performance Management Framework	New O16- We will embed a performance culture	Chief Executive	Deputy Leader			Sep-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Performance Management	CO.C1.3	Quarterly Performance Reports made to Cabinet			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	Ongoing action	Quarterly monitoring to ensure approach embedded	N/A	On Track- little or no slippage	Preparations on track for Q4 report to Cabinet in July. SI Team preparing new template for Q1 reporting. KW 27/06	On Track- little or no slippage	Q4 went to Cabinet in July. Q1 report now being drafted which will go to Leadership Team in September and Cabinet in October.
Performance Management	CO.C1.4	Review Corporate KPIs for organisational health to reflect workforce strategy			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Mar-24	N/A	On Track- little or no slippage	There are significant capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, Pis are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). As updated in April, the existing set of organisational health metrics have been prepared for year end reporting within the PMF which will go to Leadership Team in May and Cabinet in July. KW 27/06/023	On Track- little or no slippage	There remain capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, Pis are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). The existing set of organisational health metrics were included in the Q4 report that went to Cabinet in July.
Performance Management	CO.C1.5	Review Corporate KPIs for customer experience to reflect customer experience programme			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Apr-23	N/A	On Track- little or no slippage	The Customer experience measures have been reviewed and went to Cabinet on June 7 as part of the Corporate Plan refresh. The Customer Service Standards were agreed at Leadership Team on the 23 May. Performance against the Customer Service Standards will be included in the Corporate Performance Reports, starting in Q1. KW 27/06/2023	Complete	No change for August, we are now putting together the Q1 report.
Performance Management	CO.C1.6	Review PMF and put in place plans to address data gaps			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	Mar 23	Jun-23	N/A	On Track- little or no slippage	The Corporate Plan which includes revised Pis has been to Cabinet on 7 June. The new measures will be included in the Q1 Corporate Performance Report. KW 27/06	Complete	No change- we are putting together the Q1 reports
Performance Management	CO.C1.7	Q4 SCT Contract Report to include overview of ITS (invest to save) activity.			Director - Children & Education	Deputy Leader		Strategic Lead: Service Improvement	June-23	Jun-23	N/A	Complete	Complete - Q4 report submitted to PMO.	Complete	Complete
Performance Management	CO.C1.8	Corporate performance team in place			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	dec 22	Sep-23	N/A	On Track- little or no slippage	The start date for the G grade has been confirmed as the 4 September. Recruitment for the F grade to begin later in the summer. KW 27/06	On Track- little or no slippage	as June update
Performance Management	CO.C1.9	Consider integrating revenue, Capital and Performance reporting			Director-Finance	Deputy Leader		Strategic Lead: Service Improvement	July 23	Mar-24	N/A	Not due to start	due July23	Significant issues / actual/projected slippage more than 2 months	This will be fully reviewed once Oracle Fusion is in place and we can fully understand the reporting capabilities of the systems. Change of timescales proposed to commence work in March 24 aligned to Oracle implementation.
Performance Management	CO.C2.0	Budget Monitoring	n/a AA	New O11- We will set a sustainable and balanced budget each year	Director- Finance	Deputy Leader			Mar-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Performance Management	CO.C2.4	Assurance action: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny			Director-Finance	Deputy Leader			Ongoing action- March, June, Sep, Dec	Quarterly monitoring to ensure approach embedded	N/A	Assurance Action	Financial Outturn report made to Cabinet and Scrutiny in June.	Assurance Action	due sept
Performance Management	CO.C2.5	Assurance action: 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	N/A	Assurance Action		Assurance Action	
Performance Management	CO.C2.6	Embed financial benchmarking in budget planning			Director-Finance	Deputy Leader			Apr-23	Jan-24	N/A	On Track- little or no slippage	Benchmarking used in budget planning to date	On Track- little or no slippage	Benchmarking used in budget planning to date
Organisational Structure and Enabling Corporate Core	CO.D1.0	Restructuring			Leadership Team	Deputy Leader			Dec-20	on hold	Focus 2	N/A	N/A	N/A	N/A

Static data		Owners							Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	All Directorate-level restructuring completed		Chief Executive	Deputy Leader		Head of HR	TBC	TBC	N/A	Action on Hold		Action on Hold	ACE appointed and due to commence in September 2023. Next steps and timeline for Directorate Level Restructuring to be confirmed.
Organisational Structure and Enabling Corporate Core	CO.D1.2	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)			Chief Executive	Deputy Leader		Head of HR	July 23	TBC	N/A	Action on Hold		On Track- little or no slippage	Work is underway. Initial report due to Leadership Team in August. Timeline and next steps to be confirmed.
Organisational Structure and Enabling Corporate Core	CO.D2.0	Embedding Finance Business Partner role		New O13- We will embed the finance business role	Director- Finance	Deputy Leader			Jan-22	Jul-23	Focus 2	N/A	N/A	N/A	N/A
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		Jul-23	N/A	On Track- little or no slippage	Skills gap analysis completed and training programme being finalised		
Organisational Structure and Enabling Corporate Core	CO.D2.5	Assurance Action: Performance against KPIs for financial services section			Director-Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager	Quarterly	Jun Sep Dec Mar	N/A	Assurance Action		Assurance Action	
Organisational Structure and Enabling Corporate Core	CO.D3.0	Reduction of financial transactional activity		New O18- We will establish a corporate transformation programme and programme management office	Director-Finance	Deputy Leader			Jan-22		Focus 2	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D3.6	Implement recommended processes for a single view of debt	Business Case for Transactional Finance Team approved		Director-Finance	Deputy Leader			Jun-23	TBC	N/A				
Organisational Structure and Enabling Corporate Core	CO.D3.4	Programme of end to end process reviews			Director-Finance	Deputy Leader			May-22	May-23	N/A	On Track- little or no slippage	Complete for Finance. Will want to consider adopting similar practice in other services.		
Organisational Structure and Enabling Corporate Core	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges			Director-Finance	Deputy Leader			Oct-22	Apr-24	N/A	On Track- little or no slippage	As May update		
Organisational Structure and Enabling Corporate Core	CO.D3.7	Develop Business case for Transactional Finance Unit			Director-Finance	Deputy Leader				TBC	N/A	On Track- little or no slippage	Suggest adding milestones from implementation plan - SH to discuss with Kae/Rebecca	On Track- little or no slippage	This has been progressed and links with the business support review
Organisational Structure and Enabling Corporate Core	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.	AA n/a	New O11- We will set a sustainable and balanced budget	Director- Finance	Deputy Leader			Jan-22	AA- ongoing	Focus 1	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D4.4	Assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	sign off of 2020/21 accounts		Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Assurance Action	As May update-Grant Thornton have final adjustments in relation to revaluation error. Awaiting feedback.	Assurance Action	As May update- Grant Thornton have final adjustments in relation to revaluation error. Awaiting feedback.
Organisational Structure and Enabling Corporate Core	CO.D4.5	Assurance Action: Preparation of Draft Accounts for 2021/2022 (assurance that approach to completion and sign-off of final accounts is becoming embedded)	sign off of 2021/22 accounts		Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Assurance Action	As May update-Agreed with Grant Thornton that audit dates for 2021/22 will be moved to October to allow more internal quality assurance process before external audit takes place.	Assurance Action	As May update-Agreed with Grant Thornton that audit dates for 2021/22 will be moved to October to allow more internal quality assurance process before external audit takes place.

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating		July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)	
Corporate Transformation	CO.E1.0	Corporate Transformation programme		New O18- We will develop a corporate transformation programme and a corporate programme management office and approach	Director- Finance	Deputy Leader			Dec-21		Focus 1	N/A	N/A	N/A	N/A	
Corporate Transformation	CO.E1.3	Corporate Transformation PMO established - Local Partnerships Review Concludes - Establishment of PMO	Transformation PMO in place Corporate PMO in place		Director-Finance	Deputy Leader		AD-Transformation	Sep-23		N/A	On Track- little or no slippage	Final PMO report to LT on 11th July.	On Track- little or no slippage	Reported to leadership team 11 July, governance arrangements approved now moving to implementation.	
Corporate Transformation	CO.E1.4	Programme and Project Management System Implementation	Verto system implemented		Director-Finance	Deputy Leader		AD-Transformation	Jul-23		N/A				Work underway to develop Verto following the approval of the PMO framework and threshold tool. Timeline for roll out to be determined following presentation at LT 08.08.23. PMO Comment: Change control to be proposed for a change to timescale following LT discussion 08.08.23	
Corporate Transformation	CO.E1.5	Corporate Transformation Board operational -ToR finalised -Membership confirmed -Board dates in place	Corporate Transformation Board operational		Director-Finance				23-Jan	Jun-23	N/A	On Track- little or no slippage	CTB TOR revised and meeting scheduled for 5th July.	Complete	ToR have been finalised, board is in place and dates confirmed.	
Customer Journey	CO.F5.0	Customer Journey Programme		New O8 We will deliver the customer journey programme	Director – Regeneration & Growth	Deputy Leader		Transformation Programme Manager	22-Sep	TBC	Focus 1	N/A	On track with the customer journey plan.	N/A		
Customer Journey	CO.F5.4	Ward and Casework Management - Member Engagement held			Director – Regeneration & Growth			Strategic Lead - Customer	TBC	TBC	N/A	On Track- little or no slippage	Presentation has been taken to 4 Town Meetings so far with good Member attendance at all, data being collected and follow up meetings will be held once all meetings have been attended. Follow up meetings will identify all issues raised and solutions and actions to address concerns.	On Track- little or no slippage	All 6 Town Meetings attended. Presentation provided to Cabinet Member, Town & Vice Chair Meeting held on 10/07/23. This detailed the issues raised by Members in the Town Meetings and what the next steps were, commitment made to attend future meetings with solutions/quick wins and any items that may need further exploration. Positive feedback received from Members to the approach taken and they also highlighted that they felt that they had been listened to.	
Customer Journey	CO.F5.5	Ward and Casework Management - Action plan in place Plan for Responsiveness re: Ward & Casework Management 2023/24.			Director – Regeneration & Growth			Strategic Lead - Customer	TBC	TBC	N/A	On Track- little or no slippage	See above, 4 of 6 sessions have been held. Leadership Team are also continuing to receive a weekly report on open member cases.	On Track- little or no slippage	LT continue to receive weekly updates on cases. Solutions are being worked up based on the issues and suggestions highlighted in the recent meetings held with Members.	

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Strategic Planning framework	CO.G1.0	Strategic Planning framework	Refreshed Vision 2030 Refreshed Directorate Business Plans Refreshed appraisal process	New O16- We will embed a performance culture	Chief Executive					2024	Focus 2	N/A	new action	N/A	new action
Strategic Planning framework	CO.G1.1	Refresh of partnership wide vision 2030	State of Borough report Sept 23, Strategic Partnership eng		Chief Executive			Strategic Lead - Service Improvement		early 2024	N/A	On Track- little or no slippage	Joint Strategic Chairs Board agreed the refresh process and to prioritise partnership discussions on the State of the Borough report. State of Borough report on track for September, draft end of July	On Track- little or no slippage	State of the Borough data on track to be drafted by end of July
Strategic Planning framework	CO.G1.2	Finalise directorate business plans 2023-2026			Chief Executive			Strategic Lead - Service Improvement		Jun-23	N/A	Complete	Finalised in line with Cabinet's approval of Corporate Plan refresh in June 2023 (RJ 03/07/23)	Complete	complete
Strategic Planning framework	CO.G1.3	Refresh appraisal process			Chief Executive			AD - HR Strategic Lead - Service Improvement		TBC	N/A	On Track- little or no slippage	2022-23 appraisal season underway. Planning commenced for new appraisal arrangements from 2024 onwards	On Track- little or no slippage	2022-23 appraisal season conducted. Planning commenced for new appraisal arrangements from 2024 onwards
Strategic Planning framework	CO.G1.4	Pilot an approach to service planning			Chief Executive			Strategic Lead - Service Improvement		TBC	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Resource remained aligned to CP Refresh and realignment of Directorate BP's.	On Track- little or no slippage	commenced refresh of business planning framework for 24/25, seeking to incorporate key strategic themes within template eg. workforce, ICT, procurement, assets, EDI to fully embed changes and key agendas in service planning. Ready for launch in Autumn 23

Theme 3 -Strategic Direction

Theme 3 -Strategic Direction														July Update Due	
Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Strategic delivery partner in place	E10- We will develop an overarching Regeneration Strategy supported by an approved Pipeline of Regeneration Projects to support economic recovery from Covid19.	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Focus 2	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A1.2b	Assurance Action- Pipeline projects updated to IPRM on a 6-monthly basis			Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			22-Dec	6 monthly update	N/A	Assurance Action	Pipeline is broadly on track but has been impacted in some areas by construction cost inflation which is making certain schemes not viable to take forward. 6 monthly report due for July cabinet.	Assurance Action	6 monthly update completed in June - check for closure at CC
Strategy development and refresh	SD.A1.3	Regeneration Pipeline: Agreement to procure a strategic delivery partner			Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Mar-22	Jul-23	N/A	OnTrack- little or no slippage	Process of signing the initial access agreement. We are pulling the internal working group together. Presentation is due to Leadership Team the 23rd May and will go to Cabinet in July 23. Cabinet members have been briefed and report due to be published tomorrow	Complete	Went to Cabinet in July and secured approval to enter in to procurement. Report will return to Cabinet once procurement has been successful.
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Approval of Communications and Corporate Affairs Strategy	(New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders	Chief Executive	Leader of the Council		Strategic Lead-Communications	Autumn 2021	Ongoing	Focus 2	OnTrack- little or no slippage		On Track- little or no slippage	First in person all staff briefing held at SAC on 19th July that set out the vision and next steps for the council.
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Corporate Procurement Strategy Approved	E2 - We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers.	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-23	Focus 2	N/A		N/A	
Strategy development and refresh	SD.A4.4	Action Plan to address gap analysis in strategy to be completed			Director- Finance	Deputy Leader		Interim Head of Procurement	Apr-23	Jul-23	N/A	OnTrack- little or no slippage	As May update - action plan drafted for approval	On Track- little or no slippage	reporting on local spend is being built into the fusion project in a different way. We will start collating supplier data on whether they deliver the goods and services out of a a/SBBC postcode b/West Midlands combined authority postcode This way we can reflect a more educated view on money passing into smbc authority area but also recognised that due to the high manufacturing density of smbc that our opportunities may be reduced for local spend v our needs. Many residents may be working in WMCA areas and therefore value is still being added by widening the post code area reporting but with an ability to separate out. In the meantime the message for local spend has been communicated widely via CPR's, Leadership team, Wider
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Commercial Strategy Approved	O19 - We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams.	Director- Finance	Deputy Leader			Autumn 2021	Ocr 23	Focus 2	N/a		N/a	
Strategy development and refresh	SD.A5.3	Complete Full Business Cases for identified Business Steams in line with Commercial Project Plan approved by Leadership Team			Director- Finance					Oct-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Highlight reports for each workstream shows slippage against action plans. Escalated at LT/CTB	Medium Progress- actual/ projected slippage of 1-2 months	Highlight reports/ project scopes due to be presented at LT 01.08.23

Static data			Owners					Dates		Focus	Progress against plan	Evidence of status rating	July Update Due		
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Strategy development and refresh	SD.A5.4	Recruit Commercial Project Officer			Director- Finance					Jun-23	N/A	Medium Progress- actual/projected slippage of 1-2 months	Recruitment unsuccessful - considering other options.	Medium Progress- actual/projected slippage of 1-2 months	Post re-advertised via HAYS WC 31.07.23
Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	HRA 30 year Business Plan approved	H17- We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and regularly reviewing compliance. We will support people in the private rented sector to ensure their landlords comply with safety standards too. H15- We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities.	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Jun-23	Focus 2				
Strategy development and refresh	SD.A6.4	Procurement of stock condition surveys	Tendering process complete and contract awarded		Director- Housing	Cabinet Member for Housing				Jun-23	N/A	Significant issues / actual/projected slippage- more than 2 months	Tender bids now received through framework and being evaluated. Contract award due to be made on 1st August 2023. Number of surveys has been reduced to 5,000 due to competition for surveyors in the market. Will be completed over 12 mths.	Significant issues / actual/projected slippage- more than 2 months	Contract award has been signed off and contractor will start surveying properties from 1st September 2023.
Strategy development and refresh	SD.A6.5	New action: Stock Condition Surveys Undertaken to inform HRA business plan			Director- Housing	Cabinet Member for Housing			Sep-23	Sep-24				New Action Added	New action added
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy		B11 -We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives. B15- We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.	Director- Children & Education	Cabinet Member for Children and Education			Autumn 2021	ongoing	Focus 2				
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	Assurance Action	Due April 24	Assurance Action	Due April 24
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy		B14- We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our 'family', and promoting fostering and adoption.	Director- Children & Education	Cabinet Member for Children and Education			Jan-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
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	Assurance Action	Due September 23	Assurance Action	Due September 23
Equality, Diversity and Inclusion	SD.B1.0	Equality, Diversity and Inclusion	Appointment of Consultant for Data Analysis Appointment of Consultant for Strategy Development	(New) O3 - We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities needs.	Director- Law & Governance	Leader of the Council			Autumn 2021	Ongoing	Focus 2	N/A		N/A	

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Equality, Diversity and Inclusion	SD.B1.13	Refresh Equalities Commission Board Renew terms of reference			Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Feb-23	Jun-23	N/A	Complete	Cabinet approval to new ToR for Equalities Commission Board 21/06/23	Complete	complete
Equality, Diversity and Inclusion	SD.B1.14	Equality, Diversity and Inclusion Assessment - appointment of consultant for data analysis - appointment of consultant for strategy development			Director- Law & Governance			Manager, Equality, Diversity and Inclusion Team	Feb-23	Jul- 24	N/A	On Track- little or no slippage	Data consultant has commenced. Audit and assessment stage has commenced and is due to be completed in Jul. The baseline data and feedback will be shared with Leadership Team and Cabinet. Following this stage, strategy development stage will commence. On track for strategy approval in July 2024.	On Track- little or no slippage	Report scheduled at Leadership Team 8 August on findings of the audit and assessment stage. Following this stage, a more detailed assessment will commence. On track for strategy approval in July 2024. No issues to report
Equality, Diversity and Inclusion	SD.B1.15	Equality, Diversity and Inclusion Strategy approved and published			Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Jun-24	Jul-24	N/A	Not due to start	due July 24	Not due to start	due July 24
MTFP & Capital Strategy	SD.D1.0	Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy	Approval of Medium-Term Financial Plan and Capital Strategy	O12 - We will update the Medium Term Financial Strategy at least annually	Director- Finance	Deputy Leader			Jan-22	Ongoing	Focus 1	N/A	N/A	N/A	N/A
MTFP & Capital Strategy	SD.D1.2	Approval of MTFP and Capital Strategy			Director- Finance	Deputy Leader				Nov-22	N/A	closed	closed	closed	closed
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	N/A	Assurance Action	Due feb 2024	Assurance Action	Due feb 2024
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	N/A	Assurance Action	Due October 2023	Assurance Action	Due October 2023
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Regular Residents' Survey in Place	(New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (New) O16 - We will embed a performance culture.	Chief Executive	Leader of the Council			Autumn 2022		Focus 2	N/A	N/A	N/A	N/A
Consultation and Engagement	SD.E2.6	Procurement of Consultant to deliver regular residents' survey, budget consultation and Citizens' Space			Chief Executive	Leader of the Council		Strategic Lead Service Improvement			N/A	Complete	Complete	Complete	Complete
Consultation and Engagement	SD.E2.7	Consultation and Engagement Framework produced			Chief Executive	Leader of the Council		Strategic Lead Service Improvement			N/A	On Track- little or no slippage	Training continues to be rolled out, a number of surveys are live on the site with activity increasing month on month. Consultation and Engagement Principles and Standards agreed by Leadership Team 13/6, now being rolled out across the Council.	Complete	Continuing to roll out the framework and develop a schedule of planned consultation and engagement activity to embed this within normal practice, working group continues to be engaged.
Customer Journey	SD.F1.0	Customer Journey Strategy	Customer Journey Strategy Approved	O8 - We will deliver the customer journey programme and improve customer experience across all of our channels	Director- Regeneration & Growth	Deputy Leader	Director Business Strat.	Strategic Lead Customer	Oct-22	Oct-23	Focus 2	Medium Progress- actual/projected slippage of 1-2 months	Delays with face to face customer engagement sessions, these are currently not being promoted and the on-line survey has also been put on hold, this will impact timescales for the completed Strategy.	Significant issues / actual/projected slippage more than 2 months	Delays with face to face customer engagement sessions, these are currently not being promoted and the on-line survey has also been put on hold, this will impact timescales for the completed Strategy. As the sessions have not been able to be promoted the last 4 sessions have only been attended by 6 people in total.

Theme 4 - Decision Making

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Role and Function of Scrutiny and Audit	DM.C3.0	Manage position on historic issues through work with ARAC chair	Leader to confirm Executive's position on any further review relating to the Wragge and Cox reports		Director - Law & Governance	Deputy Leader			Dec-21	Ongoing	Focus 2	Complete	Received by ARAC 05/06/23 and matter concluded.	Complete	complete
Role and Function of Scrutiny and Audit	DM.C3.1	New assurance action: Watching brief to ensure that historic matters do not re-surface			Director - Law & Governance	Deputy Leader			Quarterly	Sep Dec Mar June		New Action Added	New assurance action	Assurance Action	No issues to report. Minutes of ARAC will be reported to Council in July.

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
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	Focus 2	Complete	assurance actions in place	Complete	assurance actions in place
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-23	quarterly (from Feb) Feb May Aug	N/A	Assurance Action	Quarterly performance reports continue to be reported through PMF	Assurance Action	Quarterly performance reports continue to be reported through PMF
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	Assurance Action	Next annual reports due by Nov 23	Assurance Action	Due November 23
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				monthly	N/A	On Track- little or no slippage	Steady progress continues with the upload of the waste contract	On Track- little or no slippage	Additional enhancement works commissioned from Intend.
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	Focus 2	N/A	N/A	N/A	N/A

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Waste Contract	PC.A2.5	Delivery of recommendations – as appropriate	Director - Borough Economy	Cabinet Member for Environment Services			Apr-23	Mar-24	N/A	On Track- little or no slippage	Leadership reporting in place	On Track- little or no slippage	Waste Review reported to Leadership Team. Proposed to progress "Shared Improvement Plan" with Serco. May now include "lessons learned" exercise post June's industrial action.
Waste Contract	PC.A4.0	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Mar-23	Focus 2	N/A		N/A	
Waste Contract	PC.A4.2	Recovery plan implemented	Director - Borough Economy	Cabinet Member for Environment Services			22-Oct	ongoing delivery	N/A	Complete	This is now incorporated in the annual service delivery plan provided by Serco. Action complete.	Complete	complete
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			22-Nov	quarterly (from Nov) Nov Feb May Aug	N/A	On Track- little or no slippage	Waste board completed in June - some delay to date due to local elections in May 2023	On Track- little or no slippage	Next Waste Board scheduled September 2023

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
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	Focus 2	N/A	N/A	N/A	N/A
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	Medium Progress-actual/ projected slippage of 1-2 months	Reported to Waste Board in June 2023 final order for 16 RCVs in place with build slots meaning that delivery will be	Medium Progress-actual/ projected slippage of 1-2 months	Next tranche of fleet replacement remains due end 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			22-Nov	quarterly (from Nov) Nov Feb May Aug	N/A	On Track- little or no slippage	Fleet discussions and meetings are guiding replacement programme effectively. Final RCV order placed, no further large orders anticipated until decision around alternative collection regimes is complete	On Track- little or no slippage	Formal Fleet Steering Group Meeting did not take place in June due to industrial action, but officers discussed fleet matters informally. No issues identified.
SEND Transport	PC.B3.0	Procurement of 2024 SEND Transport Contract	Director - Children and Education				Nov-22	Apr-25	Focus 2	N/A	n/a	N/A	n/a
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	Aug 23	Sept 23	N/A	Not due to start		Not due to start	not due to start
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	Sep-23	Sep 23	N/A	Not due to start	need a new start date for change control	Not due to start	need a new start date for change control
SEND Transport	PC.B3.4	Working with contract management consultant to introduce and embed robust contract management arrangements	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director - Children & Education		Jan-23	Ongoing	N/A	On Track- little or no slippage	TAS working with consultants to ensure new contract management arrangements align with the Framework specification & operational policies and procedures		

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)			
New System Procurement	PC.C1.0	Explore implementation of a corporate performance management system	Chief Executive	Deputy Leader			Jun-21		Focus 2	N/A	N/A	N/A	N/A			
New System Procurement	PC.C1.1	Options Appraisal	Chief Executive	Deputy Leader		Strategic Lead - Service Improvement		Aug-23	N/A	On Track- little or no slippage	Options appraisal is continuing, focusing on exploring current systems/tools, including Verito, Oracle Fusion and Power BI or the procurement of a new Performance Management System. Options appraisal including internal consultation and engagement to completed by August 2023, with recommendation to Leadership Team to follow.	Medium Progress-actual/ projected slippage of 1-2 months	Options appraisal will be delayed because a date for the demo of Oracle Fusion system will be the end of August.			
New System Procurement	PC.C1.2	Business Case and Implementation Plan Considered	Chief Executive	Deputy Leader		Strategic Lead - Service Improvement		TBC based on selected option	N/A	Not due to start	Not due to start	Not due to start	Not due to start			
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	Focus 2	N/A	N/A	N/A	N/A			

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Leisure Contract	PC.E1.5	Arrangement in place for future delivery of leisure facilities	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Jul-23	N/A	On Track- little or no slippage	Agreements drafted to continue partnership with Sandwell Leisure Trust (inclusive of Sandwell Aquatics Centre) to 31.03.27.	Complete	Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27. Enhanced contract management regime and framework in place.
Leisure Contract	PC.E1.6	Aquatic Centre Handover	Director - Borough Economy					Jul-23	N/A	On Track- little or no slippage	Handover to operator (Sandwell Leisure Trust) on schedule for 13 July, open to the public 24 July	Complete	Handover to SLT took place 13/07/23. Heads of Terms for lease agreed.
Asset Management	PC.F1.0	Asset Management	Director – Regeneration & Growth				23-Jan		Focus 2				
Asset Management	PC.F1.1	Implementation of Phase 2 Tech Forge: Integration of Data in to the system	Director – Regeneration & Growth			Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager		May-23	N/A	Complete	Complete	Complete	Complete
Asset Management	PC.F1.3	Implementation of Phase 2 Tech Forge: Configuration and organisation of data Implementation of supplementary modules.	Director – Regeneration & Growth			Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager	23-May	Aug-23	N/A	On Track- little or no slippage	All on track for completion in Sept 23.	On Track- little or no slippage	All on track for completion in Sept 23.

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Progress against plan	Evidence of status rating
Asset Management	PC.F1.2	Corporate Asset Management Strategy delivery plan in place	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			23-Jan	ongoing	N/A	Complete	Covers 3 years- working towards targets with a working group set up. Leader and Cabinet have been briefed and it is an ongoing agenda item to leadership team and leaders meeting.	Complete	complete

Theme 6-Partnerships & Relationships

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating		July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)	
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	Review of SCT Contract concludes	B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A1.7	New KPIs reported through PMF			Director - Children and Education	Cabinet Member for Children and Education			Aug-23	Sep-23	N/A	Not due to start	due Sept 23	Not due to start	due Sept 23	
Sandwell Children's Trust	PR.A1.8	KPI's (along with accompanying tolerances) implemented in Q2			Director - Children and Education	Cabinet Member for Children and Education			Jul-23	Oct-23	N/A	On Track- little or no slippage	Due to start Sept 23	On Track- little or no slippage	Due to start Sept 23	
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	n/a assurance	B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A2.3	Assurance action: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.			Director - Children and Education	Cabinet Member for Children and Education			Jan	6 monthly Jan July	N/A	Assurance Action	July update	Assurance Action	Monthly schedule of meetings will recommence in Autumn Term, and include the Chair of SCT Board and CE of Trust, Lead Member and Director of Education and Childrens Services	
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	n/a assurance	B15-We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A3.3	Assurance action- Twice yearly performance reports tabled at Children and Education Scrutiny Board			Director - Children and Education	Cabinet Member for Children and Education			Apr-23	6 monthly	N/A	Assurance Action	Due October 23	Assurance Action	Due October 23	
Sandwell Children's Trust	PR.A3.4	New Assurance Action: Outcomes around early help and corporate parent reporting through PMF at Q1			Director - Children and Education	Cabinet Member for Children and Education			Sep-23	Sep-23	N/A	New Action Added	new action	New Action Added	new action	
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	n/a assurance	A1 -We will work with the WMCA to ensure that our residents can access employment opportunities across the region, particularly by public transport. H18 Housing - CP Action	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive		Jan-22		Focus 2	N/A	N/A	N/A	N/A	
c	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	Assurance Action	Due July 23	Assurance Action	Engagement at key meetings continues to bring benefits to Sandwell these include: The Devolution deal due at Cabinet in Sept 23, includes the levelling up zone, retention of business rates and funding for housing. We also continue to engage with the Commonwealth Games underspend, having	
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'	- Transitions Project Commences - Transitions Project incorporated within Corporate Transformation Programme	(New) L17 We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support.	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				Focus 2	N/A	N/A	N/A	N/A	
Effective Local Structures	PR.C1.1	Initiation of Project to review and remodel the pathway between children's and adults' services (preparing for adulthood project)			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			May-23	N/A	On Track- little or no slippage	Project Manager post is due to be advertised shortly- the 'as is' modelling has been completed and further work in underway to look at opportunities to improve our internal processes as these need to be changed and strengthened in the first instance. The work completed thus far will be presented to Leadership in July/August. We have also agreed an apprentice to assist with the project.	Medium Progress- actual/ projected slippage of 1-2 months	This action is being led by Adults Social Care with contributions from Children's Services. Project has technically commenced - but PM role recruitment not yet complete. Being supported by Corporate Transformation Office.	
Effective Local Structures	PR.C1.2 b	To broaden scope of partnership structures to explore the integration of adult services where appropriate			Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health			Feb-23	TBC	N/A	Complete	Action no longer needed in IP since formation of 5 boards strategic group which includes children and adult governance structures MWJ 23.6.23	Complete	Complete	
Effective Local Structures	PR.C1.5	Assurance action: link to PC.C1.4 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 - Public Health		Director - Adult Social Care		Quarterly	Jan 23 Apr 23 July 23 Oct 23	N/A	Assurance Action	Due July 23	Assurance Action		

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
VCS Relationships	PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	VCS Strategy approved	C1 We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan.	Leadership Team	Cabinet Member for Communities			Mar-22	Jul-23	Focus 2	N/A	N/A	N/A	N/A
VCS Relationships	PR.D1.3	Consultation on VCS Draft Strategy			Leadership Team			Director - Housing	Jan-23	TBC	N/A	Action on Hold	A more fundamental look a the relationship with the VCS is being taken. An annual report is being prepared that will focus on investment and impact. A Cabinet session is planned for June/July with the strategy due for approval in Autumn.	Action on Hold	Report to Cabinet in the Autumn with next steps on developing the strategy
VCS Relationships	PR.D1.4	Approval of VCS Strategy			Leadership Team			Director - Housing	23-Apr	Autumn 23		Not due to start	Not due to start	Not due to start	Not due to start

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Improvement Plan Theme Progress Summary July 2023

Theme	Summary	Achievements this period	Key Milestones
Organisational Culture	<p>Focus 1 <u>Establishing Organisational Culture</u> Summary</p> <ul style="list-style-type: none"> One Team Framework has been agreed and is in the process of being implemented across the Council. Launch and Share events with managers have now concluded with positive feedback from managers around the events and the implementation of the values and behaviours. Framework was introduced at all staff briefing in July. Workforce strategy is in final stages of preparation. Organisational health indicators have been reported for 2022-23 and the trends are being used to inform the workforce strategy and roll out of the One Team Framework. Preparations underway for Employee Engagement Survey to be launched in Autumn which will provide a temperature check on culture. The Member and Officer relationship continues to be positive and is enabling the Council to move forward with decisions. To support continuous improvement, further insight will be collated in Autumn through the Employee Engagement Survey and semi-structured interviews with a sample of Members and Officers. <p>Progress this month:</p> <ul style="list-style-type: none"> All Values and Behaviours Launch and Share events with managers have taken place. 	<p>July</p> <ul style="list-style-type: none"> Leadership Team conversation held around All Member briefings Management and Development Programme Scope, Content and Budget Agreed First in person all staff briefing held at the SAC on 19th July with Leader and Cabinet Members present <p>June</p> <ul style="list-style-type: none"> Values and Behaviours Launch and Share events with people 	<ul style="list-style-type: none"> Phase 2 Engagement: Determining Desired Culture - March 2023. Complete Approval of document setting out the desired organisational culture - March 2023. Complete Workforce Strategy approved- Due for approval in September Management Development Programme Agreed- Pilot held in April Corporate Induction Revised. Complete Leadership Team review of All Member

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> The programme plan is drafted and key workstreams have been identified. Project scoping for Employee performance review (appraisal) is taking place in line with programme plan. <p>Next steps:</p> <ul style="list-style-type: none"> Separate plan for Appraisal redesign in 2024. Feedback and evaluation from launch and share events to be collected and analysed. Programme plan meeting with stakeholders of the wider One Team Framework embedding taking place. Senior Leadership Development Programme (subject to discussions with LT). Draft of workforce strategy is being taken to Leadership September 23 for approval. <p>Issues raised: no issues raised</p> <p>Focus 2 Exceptions</p> <ul style="list-style-type: none"> OC.C4.1 Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship - Amber rated Due in May 23. Change control to December 23 <p>Progress commentary: The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips.</p>	<p>managers have started with 3 complete</p> <p>May</p> <ul style="list-style-type: none"> Manager skills workshops booked for May and June Approach agreed for Corporate Governance Development to be delivered via a series of scenario-based learning Member Development Plan in place and Member Handbook created. 	<p>briefings - Meeting held in July</p> <ul style="list-style-type: none"> Processes relating to employment of Chief Officers included in induction programme for committees at start of Municipal Year- Included in MDP Approval of refreshed Member Development Programme for start of Municipal Year. Complete Employee Recognition Scheme launched- Date tbc Guidance in place for effective working with MPs- August 2023 work commenced Social Media policy reviewed- August

Theme	Summary	Achievements this period	Key Milestones
	<p>Insight gathering being prepared for Autumn '23 involving semi-structured interviews along with survey for Members and inclusion of questions in EES for staff. The data will feed into LGA sessions planned for Autumn alongside regular insight. The briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input to the proposed approach.</p> <p>Amber rating reflects that Spring survey did not provide robust insight and the need for a revised approach which is now being implemented. Date change will be required so that Autumn insight-gathering can inform the longer-term continuous improvement approach.</p> <p>Next steps: Action plan to be drawn up for the approved approach. Interviews to be carried out alongside a survey LGA to return in Autumn</p>		<p>2023 work commenced</p> <ul style="list-style-type: none"> Corporate Governance Development Programme Agreed – approach agreed to deliver via scenario-based learning. 1st sessions due in October. Delivery of Corporate Governance Programme commences- Commenced
Corporate Oversight	<p>Focus 1</p> <p><u>Customer Journey Programme</u></p> <p>Summary</p> <ul style="list-style-type: none"> Programme governance remains in place. Work is underway with Housing Solutions to map three priority areas. Further 	<p>July</p> <ul style="list-style-type: none"> Corporate transformation board ToR finalised; board is in place and 	<ul style="list-style-type: none"> Oracle- Discovery phase complete- Feb 23. Complete Oracle- Modelling phase complete- June 23. Slippage to Mid-July

Theme	Summary	Achievements this period	Key Milestones
	<p>workshops have been scheduled for Adult Social Care, Borough Economy, Housing Options and Revenues and Benefits.</p> <ul style="list-style-type: none"> Resident engagement as part of the Customer Strategy development has been halted in light of the ongoing Serco strikes and is being rescheduled. The council has collectively (including Housing, Regeneration, Borough Economy) been working to improve the response to cases on the member portal. They have been steadily bringing the number of open cases down with weekly monitoring at Leadership team. <p>Progress this month:</p> <ul style="list-style-type: none"> In relation to ward and case work management strand, the presentation has been taken to all 6 Town Meetings. Member attendance has been good at all meetings, data has been collected and will be used at follow up meetings. Presentation provided to Cabinet Member; Town & Vice Chair Meeting held on 10/07/23. This detailed the issues raised by Members in the Town Meetings and what the next steps were, commitment made to attend future meetings with solutions/quick wins and any items that may need further exploration. Positive feedback received from Members to the approach taken and they also highlighted that they felt that they had been listened to. Leadership team continue to receive weekly updates on cases. Solutions are being worked up based on the issues and suggestions highlighted in the recent meetings held with Members. 	<p>meeting dates confirmed.</p> <ul style="list-style-type: none"> EES action plan taken to IPRM and key messages included in all staff event. <p>June</p> <ul style="list-style-type: none"> SEND 2 transport lessons learnt shared with WLT. Actions embedded into plans for SEND 3. Improvement plan phase 3 reported to Cabinet alongside Annual Report. Report to Secretary of State on the Improvement Plan progress made Refreshed Corporate Plan agreed, and Directorate 	<ul style="list-style-type: none"> Oracle Fusion implemented- April 24. Impact of modelling phase slippage being considered by Programme Board Corporate debt recovery processes reviewed- Complete April 23 Sign off of 2020/21 accounts Approved by ARAC. Final adjustments with GT. Sign off of 2021/22 accounts Due to be submitted to GT in October Transformation PMO in place – Local Partnerships Review complete. Final report to LT due 11 July.

Theme	Summary	Achievements this period	Key Milestones
	<p>Next steps:</p> <ul style="list-style-type: none"> Resident engagement to be rescheduled Future meetings to be arranged to identify issues raised and solutions/actions. <p>Issues raised: No issues raised.</p> <p><u>Resolve Issues relating to the completion and sign-off of final accounts</u></p> <p>Summary</p> <ul style="list-style-type: none"> Updated 20/21 accounts were completed and handed to Grant Thornton week commencing 8th May 23. Grant Thornton have made final adjustments in relation to revaluation error. Feedback due. 21/22 accounts – agreed with Grant Thornton that audit dates will be moved to October to allow more internal quality assurance process before external audit takes place <p>Progress this month:</p> <ul style="list-style-type: none"> As reported previously <p>Next steps:</p> <ul style="list-style-type: none"> Feedback from GT on 2020/21 accounts. Provision of 2021/22 accounts to GT in October. <p>Issues raised:</p> <ul style="list-style-type: none"> Awaiting feedback from GT on 2020/21 accounts. 	<p>business plans finalised</p> <p>May</p> <ul style="list-style-type: none"> Local Partnerships Review to inform Corporate PMO complete CCo report to inform workforce development plan for financial services section complete. New methodology in place for internal charges 	<ul style="list-style-type: none"> Corporate PMO in place – Local Partnerships Review complete. Final report to LT due 11 July Verto system implemented – Commenced Corporate Transformation Board operational-ToR and Membership to be re-set following Local Partnerships Review - Local Partnerships Review complete. CTB meeting 5 July.

Theme	Summary	Achievements this period	Key Milestones
	<p><u>MTFP</u></p> <p>Summary</p> <ul style="list-style-type: none"> • MTFP projects are being managed within the Corporate Transformation Programme and project management methodology and transformation design principles are being applied. • Further set of projects agreed May/ June. <p>Progress this month:</p> <ul style="list-style-type: none"> • MTFP programme has been reviewed and RAG ratings applied to projects already in train. These projects will commence highlight reporting to Corporate Transformation Board. Projects that are red rated are due to be reported to LT on 1 August. • MTFP projects agreed in May/June are being developed to project scope stage. <p>Next steps:</p> <ul style="list-style-type: none"> • Ongoing oversight of MTFP projects by Corporate Transformation Board and reporting to LT. <p>Issues raised:</p> <ul style="list-style-type: none"> • Red rated projects are being raised with LT 1 August. <p><u>Corporate Transformation</u></p>		

Theme	Summary	Achievements this period	Key Milestones
	<p>Summary</p> <ul style="list-style-type: none"> • Transformation Design principles agreed. • Review was held with Local Partnerships and the report is informing the establishment of Corporate PMO. • The Corporate Transformation Board's terms of reference have been revised and first meeting held 5 July 23. <p>Progress this month:</p> <ul style="list-style-type: none"> • Local Partnerships review reported to leadership team 11 July, governance arrangements approved now moving to implementation. • Work underway to develop Verto following the approval of the PMO framework and threshold tool. Timeline for roll out to be determined following presentation at LT 08.08.23 • Corporate Transformation Board ToR have been finalised, board is in place and meeting dates confirmed <p>Next steps:</p> <ul style="list-style-type: none"> • Work underway to develop Verto following the approval of the PMO framework and threshold tool. Timeline for roll out to be determined following presentation at LT 08.08.23 <p>Issues raised:</p> <ul style="list-style-type: none"> • No issues raised <p>Focus 2 Exceptions</p>		

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> • CO.A1.9- Oracle: Completion of the modelling phase Due June 23 – Amber rated • Modelling phase complete for finance and procurement. Modelling phase further extended for to complete and Sign-Off HR and payroll. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024. • CO.C1.9 Consider integrating revenue, capital and performance reporting – Red rated • This will be fully reviewed once Oracle Fusion is in place and we can fully understand the reporting capabilities of the system. Change of timescales to commence work in March 2024 linked to Oracle Implementation. • CO.D1.1 Directorate level restructuring placed On Hold. • Progress commentary: ACE appointed and due to commence in September 2023. Next steps and timeline for Directorate Level Restructuring to be confirmed. 		
Strategic Direction	<p>Focus 1 Equality, Diversity, and Inclusion</p> <p>Progress this month: Cabinet approved new ToR for Equalities Commission Board. Data consultant has commenced for the EDI (Equality, Diversity, and Inclusion) strategy. Audit and assessment stage has started and is due to be reported in August.</p>	<p>July</p> <ul style="list-style-type: none"> • Regeneration Pipeline agreement to procure a strategic delivery partner approved at cabinet July 2023. 	<ul style="list-style-type: none"> • Commercial Strategy Approved- Approved March 23 • Regeneration Pipeline: Strategic delivery partner in place- Cabinet report approved July 23

Theme	Summary	Achievements this period	Key Milestones
	<p>Next steps: Baseline data and feedback will be shared with Leadership Team and Cabinet. Report due to Leadership Team on 8 August. Following this stage more detailed assessment will commence on track for approval in July 2024</p> <p>Issues raised: No issues raised.</p> <p>Focus 2 Exceptions</p> <ul style="list-style-type: none"> • SD.A6.4- Procurement of stock condition surveys- Red rated. Due June 23 • Progress commentary: Contract award has been signed off and contractor will start surveying properties from 1st September 2023. Change control to adjust date to September to allow for contract mobilisation before action is complete and new action to be added to IP to ensure progress of surveys over the next 12 months. • SD.A5.3- Commercial Strategy: Complete Full Business Cases for identified Business Streams in line with Commercial Project Plan approved by Leadership Team- Amber rated- update pending (assumption that update the same as previous month) Due October 23 	<ul style="list-style-type: none"> • HRA Business plan- stock condition surveys- contract award has been signed off and contractor to start surveying 1st Sept 2023 <p>June</p> <ul style="list-style-type: none"> • Cabinet approved new ToR for Equalities Commission Board 	<ul style="list-style-type: none"> • Approval of Communications and Corporate Affairs Strategy- Date tbc • ED&I Strategy Approved- September 2024. On track • Regular Residents' Survey & Budget Consultation in Place – Budget consultation on track to commence June 2023. Resident's survey halted due to impact of Serco strike action • Customer Journey Strategy Approved- Expected March 2024. • Approval of Medium-Term Financial Plan and Capital Strategy- Approved February 2023 • HRA 30-year Business Plan

Theme	Summary	Achievements this period	Key Milestones
	<p>Progress commentary: Transformation team has been supporting services to develop business cases. Highlight reports for each workstream shows slippage against action plans.</p> <ul style="list-style-type: none"> • SD.A5.4- Recruit Commercial project Officer- Amber rated. update pending (assumption that update the same as previous month) Due June 2023 Progress commentary: Recruitment in May was unsuccessful - we are now considering other options. • SD.F1.0- Customer Journey Strategy- Red rated Due October 23 change control date to March 24 Progress commentary: Delays with face-to-face customer engagement sessions, these are currently not being promoted and the on-line survey has also been put on hold, this will impact timescales for the completed Strategy. As the sessions have not been able to be promoted the last 4 sessions have only been attended by 6 people in total. 		approved- Approved February 2023
Decision Making	Focus 1- no focus 1 in this theme Focus 2- no exceptions to report	June <ul style="list-style-type: none"> • Position of historic issue report received by ARAC June 2023 and matter concluded. 	<ul style="list-style-type: none"> • Leader to confirm Executive's position on any further review relating to the Wragge and Cox reports –Complete-

Theme	Summary	Achievements this period	Key Milestones
			Report received by ARAC on 5th June
Procurement & Commercial	<p>Focus 1 Leisure Services</p> <p>Progress this month: Agreements drafted to continue partnership with Sandwell Leisure Trust (inclusive of Sandwell Aquatics Centre) to 31.03.27. Aquatic Centre Handover to operator (Sandwell Leisure Trust) took place and open to the public 24 July</p> <p>Next steps: Further discussions with Cabinet to take place late Aug/early Sep around longer-term arrangements for leisure services.</p> <p>Issues raised: No Issues raised this month</p> <p>Focus 2 Exceptions</p> <p>PC.A5.2- Fleet replacement complete - Amber rated- Due Mid 2023 (change control to Dec 23)-Now expected end 2023</p> <p>Progress commentary Reported to Waste Board in June 2023 final order for 16 RCVs (Refuse Collection Vehicles) in place with build slots meaning that delivery will be around end 2023</p> <p>PC.C1.1- Corporate Performance Management System Options Appraisal- Amber rated- Due August 23 (change control October 23)</p>	<p>July</p> <ul style="list-style-type: none"> Handover of Aquatics Centre to SLT took place 13/07/23. Heads of Terms for lease agreed. Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27. Enhanced contract management regime and framework in place <p>June</p> <ul style="list-style-type: none"> Street Cleansing Recovery plan incorporated into the annual service 	<ul style="list-style-type: none"> Waste and Leisure Contracts added to In-tend contract management module- Steady progress. Additional enhancement work commissioned from Intend Street Cleansing Recovery Plan implemented- Ongoing delivery Fleet replacement complete- Delay on Serco fleet order (anticipated end 2023) SEND Transport Contract Monitoring arrangements in place- On track SEND3 procurement commences – due to

Theme	Summary	Achievements this period	Key Milestones
	<p>Progress commentary: Options appraisal will be delayed due to the date for the demo of Oracle Fusion system at the end of August.</p>	<p>delivery plan provided by Serco.</p> <ul style="list-style-type: none"> • Corporate Asset Management Strategy delivery plan in place covering 3 years. Work towards target has begun with working groups set up. Leader and cabinet have been Briefing and it is an ongoing agenda item to Leadership Team and Leaders meeting • Contract Management Guidance and Templates live on Council's intranet <p>May</p> <ul style="list-style-type: none"> • Implementation of Phase 2 Tech forge: transfer of 	<p>commence in September 23</p> <ul style="list-style-type: none"> • Corporate Performance Management System in place- Options appraisal due September • Lion Farm - Report to Cabinet on determination of position of developer- Complete • Arrangement in place for future delivery of leisure services- Complete • Phase 2 Tech Forge implemented- On track for completion September 2023

Theme	Summary	Achievements this period	Key Milestones
		<p>data into the system- complete</p> <ul style="list-style-type: none"> Handover date for transfer of Aquatic Centre confirmed as 13 July 	
Partnerships & Relationships	<p>Focus 1- no Focus 1 in this theme</p> <p>Focus 2 Exceptions</p> <p>PR.C1.1 Initiation of Project to review and remodel the pathway between children's and adults' services (preparing for adulthood project)- Amber Rated</p> <p>Progress commentary: This action is being led by Adults Social Care with contributions from Children's Services. Project has technically commenced - but PM role recruitment not yet complete. 'As is' modelling started in May. Being supported by Corporate Transformation Office.</p> <p>PR.D1.3- Consultation on VCS (Voluntary and Community Sector) Draft Strategy- On hold</p> <ul style="list-style-type: none"> Progress commentary: Report to Cabinet in the Autumn with next steps on developing the strategy. 		<ul style="list-style-type: none"> Review of SCT (Sandwell Children's Trust) Contract concludes- complete. 2 remaining KPIs due to be finalised in Q1. Transitions Project Commences- Project commenced and 'as is' modelling started in May. Transitions Project incorporated within Corporate Transformation Programme- Complete VCS Strategy approved- Due Autumn 2023

Appendix 3 – Statutory Recommendation Status Summary July 2023

Statutory Recommendation	Summary	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> Assurance Activity to ensure effective contributions of Scrutiny and Audit and to sustain positive Officer and Member Relationship.</p> <ul style="list-style-type: none"> • The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. • Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is appetite from Members to provide input around the Member-Officer Relationship. Reflecting on their feedback on the Spring survey, the plan is for a sample of Members and Officers to be invited to semi-structured interviews. The data will feed into LGA sessions planned for Autumn alongside regular insight. Briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input. • In addition, a separate session for New Members is being held with LGA in July to bring them up to speed on the content delivered Autumn 2022 to other Members. <p><u>Corporate Oversight</u> ERP</p> <ul style="list-style-type: none"> • CRP3 completed for SCM and Finance. 	<ul style="list-style-type: none"> • Oracle Fusion Implemented- Slippage in modelling phase. Programme Board reviewing plans to ensure go live date achievable. • Regeneration pipeline: strategic delivery partner in place – due in July <p>Completed milestones:</p> <ul style="list-style-type: none"> • Review of SCT Contract concludes- Complete • Review of scrutiny arrangements- Complete • Approval of any changes to scrutiny (if required following review)- Complete • Termination notice for SLT contract approved by Cabinet- complete • Revised contract governance arrangements in place for Serco contract- complete • Waste and Recycling Recovery Plan Implementation - Complete

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024. <p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> Regen Strategy and Pipeline: Pipeline 6 monthly update presented to Cabinet July 23. Regeneration pipeline- agreement to procure a strategic delivery partner was agreed at Cabinet in July 23. Report will return to Cabinet once procurement has been successful. VERTO- Procurement complete and implementation phase has commenced. <p><u>Decision Making</u></p> <p>No actions in this theme</p> <p><u>Procurement & Commercial</u></p> <p>Waste Contract:</p> <ul style="list-style-type: none"> Continuation of quarterly monitoring through PMF. Annual reports on Leisure and waste due November 2023 Additional enhancement work commissioned from Intend to support the large contracts for BE being added to Intend contract management. Waste Review reported to Leadership Team. Proposed to progress "Shared Improvement Plan" with Serco. 	<ul style="list-style-type: none"> 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 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

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> • May now include "lessons learned" exercise post June's industrial action. • Next tranche of fleet replacement remains due end of 2023. • Formal Fleet Steering Group Meeting did not take place in June due to industrial action, but officers discussed fleet matters informally. No issues identified. <p>SEND Transport:</p> <ul style="list-style-type: none"> • Preparations being made for SEND3 procurement with initial scoping discussions. Project plan and implementation to follow. • Lessons learnt completed and presented to Wider Leadership Team in June. • TAS working with consultants to ensure new contract management arrangements align with the Framework specification & operational policies and procedures <p>New System Procurement:</p> <ul style="list-style-type: none"> • Performance Management System- Options appraisal being prepared for September 2023 due to the demo of the Oracle Fusion system not being possible until the end of August. • Asset Management - Phase 2 of Tech Forge project data transfer completed. Integration of data into the system has begun with an expected completion date of September 2023. <p>Lion Farm:</p> <ul style="list-style-type: none"> • Expert Determination process has been completed and removed from the Improvement plan to be managed as BAU. 	

Statutory Recommendation	Summary	Milestones
	<p>Leisure Contract:</p> <ul style="list-style-type: none"> • Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27. • Enhanced contract management regime and framework in place. • Aquatic Centre Handover to operator (Sandwell Leisure Trust) took place as scheduled on 13 July, open to the public 24 July • Continuation of quarterly reporting through PMF. <p><u>Partnerships & Relationships</u></p> <p>Sandwell Children's Trust</p> <ul style="list-style-type: none"> • The new KPIs along with accompanying tolerances will be finalised in Q1 for implementation in Q2 due to start in September 2023 • Continuation of quarterly reporting through PMF alongside SCT governance arrangements • Monthly schedule of meetings will recommence in Autumn Term, and include the Chair of SCT Board and CE of Trust, Lead Member and Director of Education and Childrens Services 	
S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this	<p><u>Organisational Culture</u></p> <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Sandwell Manager essentials will continue as BAU. • Learning for managers from the Improvement Plan learning interventions will be incorporated into the programme on an ongoing basis. • Provisional ideas and plans are being developed for a pilot of a programme for Senior Leadership Development Programme. 	<ul style="list-style-type: none"> • Corporate Governance Training Delivery –Commenced and approach to next phase agreed <p>Completed milestones</p> <ul style="list-style-type: none"> • Regular Resident Survey in place – procured and preparations underway for Resident Survey and

Statutory Recommendation	Summary	Milestones
<p>report are understood through the organisation</p>	<p>Embedding Constitutional Changes</p> <ul style="list-style-type: none"> • First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance. • Code of Corporate Governance Training Contained within MDP (Member Development Programme). Two further training dates are being identified to capture members who did not attend first session. AGS to be presented alongside annual accounts. • Regular reports on timescales for submitting decision reports are being made to Leadership Team <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. • Next briefing will take place mid-August. • Once forward plan of All Member briefing dates in place this action will be closed • New Member Survey due to be launched end of July and any required amendments made to MDP / New Member Induction programme <p>Corporate Oversight</p> <p>Performance Management</p> <ul style="list-style-type: none"> • Q4 report went to Cabinet in July. 	<p>budget Consultation in Summer 2023</p> <ul style="list-style-type: none"> • Commercial Strategy approved – approved • HRA 30 Year Business Plan approved • Revised Financial Regs - approved • Implementation of Asset Management System -phase 1 complete • Revised Scheme of Delegation – approved • Corporate Asset Management Strategy Approved- Approved • 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

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> • Q1 report now being drafted which will go to Leadership Team in September and Cabinet in October. • In relation to organisational health metrics – There are capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, PIs are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). The existing set of organisational health metrics were included in the Q4 report that went to Cabinet in July. • The Corporate Plan which included revised PIs went to Cabinet on 7 June. The new measures will be included in the Q1 Corporate Performance Report. Q1 reporting is now being put together. • In relation to capacity for Corporate Performance, G Grade due to commence in September and F grade recruitment to begin later in the summer. <p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Commercial Strategy: Highlight reports/ project scopes due to be presented at LT 01.08.23. • The post was re-advertised via HAYS wc 31/07/2023 for the recruitment of Commercial Project Officer. <p><u>Procurement & Commercial</u></p> <p>Corporate Asset Management:</p> <ul style="list-style-type: none"> • Phase 1 implemented. • Phase 2 commenced. The integration of data into the system complete 	<ul style="list-style-type: none"> • Asset Management System Procured- complete

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> Phase 2 Configuration and organisation of data started and due for completion by September 23. <p><u>Partnerships & Relationships</u> 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 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.</p>	<p><u>Organisational Culture</u> Establishing Organisational Culture</p> <ul style="list-style-type: none"> Workforce strategy being agreed at September Leadership. There is no delay to the workstreams within the strategy whilst this approval is pending. Final launch and share session 21 July 2023. Feedback and evaluation from launch is being collated. Programme plan meeting with stakeholders of the wider OTF (One Team Framework) embedding taking place 19.7.23. L&OD have a draft proposal and will commence a timeline to consult with stakeholders as part of the project plan <p><u>Officer Learning and Development</u></p> <ul style="list-style-type: none"> Sandwell Manager essentials will continue as BAU. Learning for managers from the Improvement Plan learning interventions will be incorporated into the programme on an ongoing basis. Provisional ideas and plans are being developed for a pilot of a programme for Senior Leadership Development Programme 	<ul style="list-style-type: none"> Workforce Strategy – To be agreed at September Leadership. <p>Completed milestones</p> <ul style="list-style-type: none"> Organisational Culture – Part 2 Engagement – determining the desired culture – complete Approval of document / statement setting out desired organisational culture – ‘Our Values: Our Behaviours’- Complete Organisational Culture - Part 1 Engagement – Starting the Conversation- Complete New Member Induction - Complete Meeting structures to support Senior Leadership (Officer and Member) – Complete

Statutory Recommendation	Summary	Milestones
	<p>Officer and Member Relationship</p> <ul style="list-style-type: none"> The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is appetite from Members to provide input around the Member-Officer Relationship. Reflecting on their feedback on the Spring survey, the plan is for a sample of Members and Officers to be invited to semi-structured interviews. The data will feed into LGA sessions planned for Autumn alongside regular insight. Briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input. In addition, a separate session for New Members is being held with LGA in July to bring them up to speed on the content delivered Autumn 2022 to other Members. The Spring survey did not provide robust insight and there is a need for a revised approach which is now being implemented. Work will be carried out in Autumn with insight-gathering to inform the longer-term continuous improvement approach. <p>Member Learning and Development</p> <ul style="list-style-type: none"> Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. Next briefing will take place mid-August. Once forward plan of All Member briefing dates in place this action will be closed 	<ul style="list-style-type: none"> Member Development Programme approved- Complete

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"><li data-bbox="465 308 1379 419">• New Member Survey due to be launched end of July and any required amendments made to MDP / New Member Induction programme <p data-bbox="416 536 725 568"><u>Corporate Oversight</u></p> <p data-bbox="416 571 712 603">No Actions in Theme</p> <p data-bbox="416 647 698 679"><u>Strategic Direction</u></p> <p data-bbox="416 683 707 715">No actions in Theme</p> <p data-bbox="416 759 667 791"><u>Decision Making</u></p> <p data-bbox="416 794 707 826">No actions in Theme</p> <p data-bbox="416 871 833 903"><u>Procurement & Commercial</u></p> <p data-bbox="416 906 707 938">No actions in Theme</p> <p data-bbox="416 983 860 1015"><u>Partnerships & Relationships</u></p> <p data-bbox="416 1018 707 1050">No actions in Theme</p>	

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Appendix 4 – Scrutiny & Audit Recommendation Status Summary July 2023

<p>Grant Thornton Key Recommendation 7 (2021): 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>External Follow-up Reviews 2022 Findings</p>	<p>Grant Thornton acknowledged the progress of the Member Development Programme and noted that it has been augmented with additional training sessions delivered by the LGA focusing on the Member and Officer Relationships, and in delivering a development programme for Cabinet.</p> <p>In their follow-up review, Grant Thornton made a further recommendation in relation to the Member Development Programme as a whole, but did not make any points around learning and development in relation to scrutiny specifically, as they acknowledged the improvements made.</p> <p>The recommendation made by Grant Thornton relating to the MDP was: Improvement Rec 19 (2022): The Council needs to build on the progress being made on member development and conclude the 2022/23 programme including the review of member PDPs and take further steps to finalise arrangements on succession planning for members in SRA roles.</p> <p>The LGA commented on the council’s commitment to review the member development programme at regular intervals and set out that it is important to ensure that the pace of delivery is made to feel sustainable. The LGA follow-up review acknowledged that the improvements to scrutiny have been supplemented with a range of training.</p>
<p>Summary of activity and next steps</p>	<p>The current MDP has been updated to reflect the review of Member PDPs and updated arrangements for new Member Induction following the number of new Members elected in May. A New Member Survey will be carried out to gain feedback on the support and training provided to new members and will be used to make improvements to future training.</p> <p>Scrutiny Members’ and ARAC Committee Members’ learning needs remain under review by the Chairs together with supporting Officers. Scrutiny Chairs are also receiving coaching and mentoring training from external providers. A learning and development plan for audit members is currently being drafted to ensure</p>

	<p>that key skills needed for the role is clear. This is linked in with CIPFA’s ‘Audit committees: practical guidance for local authorities and the police’ guidance.</p> <p>Over Municipal Year 2022-23 a regular survey was offered to Audit and Scrutiny Members and Officers attending. This included 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. Discussions are underway around the continuation of the survey for Municipal Year 2023-2024 and has thus far been helpful in identifying any gaps in learning or identifying where improvements can be made. Work is being mapped out on the member officer insight mechanism including surveys and face to face interviews where required.</p>
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Grant Thornton Improvement Recommendation I4 (2021): 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	
External Follow-up Reviews 2022 Findings	<p>Grant Thornton acknowledged that the ‘forward plan of Cabinet business has been made available to all members to improve awareness and transparency.</p>
Summary of activity and next steps	<p>The forward plan is shared with all scrutiny boards (in so far as it relates to that respective scrutiny board) to help identify areas for pre-decision scrutiny activity and to ARAC at every meeting to assist with the Committee’s work planning. This will continue.</p>

Grant Thornton Improvement Recommendation 12 (2021): 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 ask the right questions	
External Follow-up Reviews 2022 Findings	<p>Positive feedback was received about scrutiny and audit in the follow up reviews.</p> <p>In their follow up review Autumn 2022, Grant Thornton set out that ‘There is a more mature engagement between the Leader, Cabinet, Committee Chairs and senior officers, supporting good planning and work programming across the different committees across different Council committees and a greater level of professionalism in how business is conducted by these committees.’... and ‘Overall, positive progress has</p>

	<p>been made to improve the culture and professionalism of key Council committees, with the scrutiny function making particular progress.’</p> <p>The LGA commented that ‘it is clear from the people we spoke to that this key strand of the council’s governance arrangements [scrutiny] is going from strength to strength’. And commented on scrutiny’s ‘renewed sense of energy and drive’.</p> <p>Grant Thornton did not make any further recommendations around the role of scrutiny or audit.</p>
<p>Summary of activity and next steps</p>	<p>Ongoing activity is in place to ensure that scrutiny and audit continue to make an effective contribution to the Council’s governance arrangements.</p> <p>This includes the regular meetings to develop and nurture strong, healthy working relationships with members and officers. Chairs of scrutiny boards have regular agenda setting meetings with Directors and officers to ensure that the content of reports enables a rich discussion and debate at Scrutiny and not just information sharing. Scrutiny Board chairs collectively are meeting regularly, whether it is a pre-meeting or prior to Cabinet to agree lines of questioning in advance as well monitoring performance of Board’s, attendance, engagement, etc. Audit are having pre meetings and work is ongoing to ensure shared learning and cross cutting areas are discussed at regular meetings between the overarching Chair of Scrutiny and the Audit Chair as well as regular meetings with the Chair of Audit and the Section 151 Officer.</p> <p>Job roles, scrutiny protocols and a framework have been developed and embedded to guide the way scrutiny is conducted, details how Cabinet members and officers interact with scrutiny and also helps to support and drive a change in culture and mindset of both members and officers to ensure that Sandwell has an effective overview and scrutiny function.</p> <p>A learning and development plan for audit members is currently being drafted to ensure that key skills needed for the role is clear and members of ARAC can work towards the skills identified as part of their PDP.</p> <p>These arrangements will continue over Municipal Year 2023-2024.</p>

Grant Thornton Improvement Recommendation 34 (2022): Audit Committee – now that the Audit and Risk Assurance Committee has agreed the action to bring this long-standing matter to resolution [review into the Cox and Wragge Report], it will be important that – as the Audit and Governance Panel recognised – the Council manages its position so that the matter does not resurface, so that it can move on and focus on its corporate objectives	
External Follow-up Reviews 2022 Findings	<p>In their follow up review, Grant Thornton outlined that: ‘The Audit Committee has continued to operate throughout the year in a manner focussing on significant governance matters’ and that ‘ Overall, we found no evidence of any significant weaknesses in the Council’s arrangements for ensuring that it makes informed decisions and properly manages its risks’. Grant Thornton noted that the Council Leader is due to confirm the Executive’s position on any further review and made an additional improvement recommendation as follows:</p> <p>Grant Thornton Improvement Recommendation 22 (2022): A final decision on the Cox report needs to be made by the Leader before this matter can be considered formally closed.</p>
Summary of activity and next steps	<p>A report was received by ARAC on 5 June which set out the Executive’s position and the matter has been concluded. The ARAC minutes were reported to Council in July 2023.</p>

To be completed by action owner									
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	
290	Organisational Culture	OC.H1.0	Assurance Activity to ensure effective contribution of Scrutiny and Audit is sustained	Director-Law & Governance	14/06/2023	Closure of Main Action	n/a	n/a	Surveys of Officers and Members attending Scrutiny and Audit ended April 2023 and findings shared with IPRM and Chairs. Next steps are for feedback to be sought from New Members on their experiences of Committee Meetings to ensure that they are receiving the required support to participate fully in these meetings. Autumn engagement around Member-Officer Relationship will be a route for continuous improvement and learning.
291	Strategic Decision	SD.A6.4	Procurement of stock condition surveys	Director-Housing	26/07/2023	Change to delivery timescales (actions and milestones)	Jun-23	Sep-23	Contract award has been signed off and contractor will start surveying properties from 1st September 2023
292	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	14/06/2023	Change to action description	n/a	n/a	Change from an assurance action to an action be monitored with RAG rating
293	Procurement & Commercial	PC.F1.3	Implementation of Phase 2 Tech Forge: Configuration and organisation of data Implementation of supplementary modules.	Director-Regeneration & Growth	14/06/2023	Change to delivery timescales (actions and milestones)	Aug-23	Sep-23	change to September 23 for completion date-incorrect date of August imputed previously
294	Partnership & Relationships	PR.A1.8	KPI's (along with accompanying tolerances) implemented in Q2	Director-Children & Education	14/06/2023	Change to delivery timescales (actions and milestones)	Oct-23	Dec-23	Change to date to allow time for Q2 to be taken to cabinet
295	Organisational Culture	OC.C4.1	Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship	Director-Law & Governance	23/06/2023	Change to delivery timescales (actions and milestones)	May-23	Dec-23	Following discussions with ARAC and BCMB around the Officer-Member survey conducted in April, there is appetite from Members to provide input around the Member-Officer Relationship. Reflecting on their feedback on the Spring survey, emerging thinking is for a sample of Members and Officers to be invited to semi-structured interviews. The data would feed into LGA sessions planned for Autumn alongside regular insight. Date change will be required to reflect that mechanism for Autumn will be agreed by August.
296	Procurement & Commercial	PC.B3.3	Commence Procurement	Director-Children & Education	23/06/2023	Change to delivery timescales (actions and milestones)	Jun-23		Procurement not started yet- new date to be added.

297	Organisational Culture	OC.A2.1	Workforce Strategy	Chief executive	22/07/2023	Change to delivery timescales (actions and milestones)	Jul-23	Sep-23	Approval moved to September to enable reference to Transformation Strategy - aligned narrative
298	Strategic Decision	SD.A1.2b	Assurance Action- Pipeline projects updated to IPRM on a 6-monthly basis	Director-Regeneration & Growth	22/07/2023	Closure of Assurance Action	n/a	n/a	Reported twice to IPRM and continues to be taken to Cabinet on a 6 monthly basis
299	Corporate Oversight	CO.B1.7	New action to be added: Conduct Employee Engagement Survey for 2023 and consider actions required in response to the findings	Chief executive	26/07/23	Add - New Sub Actions	n/a	n/a	new action to be added
300	Strategic Decision	SD.A5.4	Recruit Commercial Project Officer	Director-Finance	22/07/2023	Change to delivery timescales (actions and milestones)	Jun-23	Sep-23	Recruitment unsuccessful - considering other options.
301	Strategic Decision	SD.B1.14	Equality, Diversity and Inclusion Strategy developed - appointment of consultant for data analysis - appointment of consultant for strategy development	Director-Law & Governance	22/07/2023	Mistake on Document	Jun-24	Jul-24	change to correct error on document
302	Strategic Decision	SD.F1.0	Customer Journey Strategy	Director-Regeneration & Growth	22/07/2023	Change to delivery timescales (actions and milestones)	Oct-23	Mar-24	Delays with face to face customer engagement sessions, these are currently not being promoted and the on-line survey has also been put on hold, this will impact timescales for the completed Strategy. As the sessions have not been able to be promoted the last 4 sessions have only been attended by 6 people in total.
303	Decision Making	DM.C3.1	New assurance action: Watching brief to ensure that historic matters do not re-surface	Director-Law & Governance	22/07/2023	Add- New Assurance Action	quarterly	sep/dec/mar/june	new assurance action added
304	Procurement & Commercial	PC.A5.2	Fleet replacement complete	Director-Borough Economy	22/07/2023	Change to delivery timescales (actions and milestones)	Mid 2023	End 2023	
305	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 & Growth	22/07/2023	Closure of Assurance Action	n/a	n/a	Proposing closure on basis that we will have been through first round of regional engagement following Full Council. Ongoing assurance is through dialogue between Leader and Chief Exec and their discussion with Regional Groups, and between CMs and Directors via briefings.
306	Corporate Oversight	CO.B2.0	Single Improvement Plan Phase 2 and Phase 3	Leadership team	26/07/23	Closure of Main Action	n/a	n/a	All actions have been carried out and the IP remains updated through change control process.
307	Procurement & Commercial	PC.C1.1	Options Appraisal (corp performance management system)	Chief executive	26/07/23	Change to delivery timescales (actions and milestones)	Aug-23	Oct-23	CRP3 completed for SCM and Finance. Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024.

308	Corporate Oversight	Co.A1.9	Completion of the modelling phase	Director-Finance	26/07/23	Change to delivery timescales (actions and milestones)	Jun-23	Aug-23	CRP3 completed for SCM and Finance. Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024.
309	Partnership & Relationships	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	26/07/23	Closure of Main action resulting in closure of workstream	n/a	n/a	Ongoing assurance is through dialogue between Leader and Chief Exec and their discussion with Regional Groups, and between CMs and Directors via briefings.
310	Organisational Culture	OC.D5.2	New action: New Member Survey conducted and any required amendments made to MDP / New Member Induction programme	Director-Law & Governance	26/07/2023	Add - New Sub Actions	n/a	n/a	new action added
311	Organisational Culture	OC.G1.0	Governance review Phase 2- change to Governance review training phase 2	Director-Law & Governance	26/07/2023	Change to action description	n/a	n/a	change to action description
312	Strategic Decision	SD.A6.5	Stock Condition Surveys Undertaken to inform HRA business plan	Director-Housing	08/01/2023	Add - New Sub Actions	n/a	n/a	To monitor progress of stock condition surveys
313	Corporate Oversight	CO.E1.4	Programme and Project Management System Implementation	Director-Finance	08/01/2023	Change to delivery timescales (actions and milestones)	Jul-23	TBC	Timeline for roll out being discussed by LT 08.08.23. Date change to be populated following 08/08/23
314	Corporate Oversight	CO.C1.9	Consider integrating revenue, Capital and Performance reporting	Director-Finance	08/01/2023	Change to delivery timescales (actions and milestones)	Mar-24	Aug-24	To be fully reviewed once Oracle Fusion is in place and we can fully understand the reporting capabilities of the systems. Timescale aligned to Oracle Implementation

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Improvement Plan Risk Register

July 2023



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 (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
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 • Objectives for each Theme within the Improvement Plan identified • Regular reporting to Cabinet, ARAC and Scrutiny in place. Council approval of Improvement Plan and reports to SoS. • Regular Staff communications on progress of Improvement Plan in place • Improvement Plan Actions embedded into Corporate Plan and Business Plans to provide assurance of sustainable improvement • Key components of Finance Improvement Plan embedded in IP and Corporate Plan • All Improvement Plan actions have an identified Responsible Officer and Cabinet Member <p>Further Actions</p> <ul style="list-style-type: none"> • Communications Plan delivered including all staff briefings including key messages around Improvement Plan • Staff and member engagement through Organisational Culture change programme • Discussion with SH and GD to identify interim Responsible Officers for IP workstreams to provide business continuity.



Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
IP2-	<p>Risk Closed</p> <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 	4 (Green)	4 (Green)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Programme Mgmt arrangements established including progress reporting, risk management arrangements and change control.
IP3	<p>Allocation of sufficient resources to project management and project delivery/ maintaining Business as Usual while delivering the Improvement plan</p>	8 (Amber)	8 (Amber)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> • Terms of Reference for internal Improvement Plan Review Meeting updated to reflect government intervention, single Improvement Plan and assurance framework • PMO support being provided by existing experienced resources within Service Improvement

Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
	If sufficient resources (capacity and capability) and where 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"> Resource gaps / pressures associated with actions within the Improvement Plan have been 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 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 Improvement Plan Actions embedded into Corporate Plan and Business Plans to provide assurance of sustainable improvement Local Partnerships Review of PMO concluded <p>Further Actions</p> <ul style="list-style-type: none"> LT work on prioritisation to conclude to ensure that the improvement priorities are clear and resources are available to manage risk of officer fatigue and loss of motivation. Establishment of resourced Corporate PMO National Graduate Development Scheme - placements to be focused on IP priorities
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"> Appointment of additional capacity to support delivery and implementation of key projects taken place in Asset Management, Finance, Service Improvement and Legal Services 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

Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
						<p>and assurance framework including role of Scrutiny and Audit Committees.</p> <ul style="list-style-type: none"> • Roles of Cabinet, Scrutiny and Audit agreed with Chairs • Quarterly reports to Cabinet, Audit and Scrutiny well-established and on forward plan for 2023-24 • Scrutiny consideration of culture theme progress in Dec 22 • Consideration of external review reports by Scrutiny and Audit • Update to Improvement Plan to reflect findings from GT, LGA and CIPFA follow-up reviews <p>Further Actions</p> <ul style="list-style-type: none"> • Scrutiny regular review on Culture Theme progress • Agreement for ongoing external assurance activity
IP5	<p>Communication Strategy 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"> • Review visits from GT, LGA and CIPFA held Autumn 2022. Reports received from GT and LGA and presented to Cabinet. Review report from CIPFA received Jan 23 and presented to ARAC. Due to be presented to Cabinet and Scrutiny in March • 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 • Communication with stakeholders to share details of transition between KBD and SL. • Communication with stakeholders to share progress update and annual report June 2023. <p>Further Actions</p> <ul style="list-style-type: none"> • Communication with stakeholders to share details of Improvement Plan

Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
						<ul style="list-style-type: none"> Recruitment to vacancy within comms structure
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>	8 (Amber)	8 (Amber)	8 (Amber)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Regular comms with stakeholders taking place as per comms plan including incorporation in all staff briefings 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"> 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 Graduate recruitment to focus on IP priority projects
IP10	<p>Performance Management Framework (PMF) and Data Quality</p> <p>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</p>	8 (Amber)	4 (Green)	4 (Green)		<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 Quarterly Corporate Performance Report presented to Cabinet and Scrutiny (Q1 Sept/Oct 22, Q2 Dec 22/Jan 23)

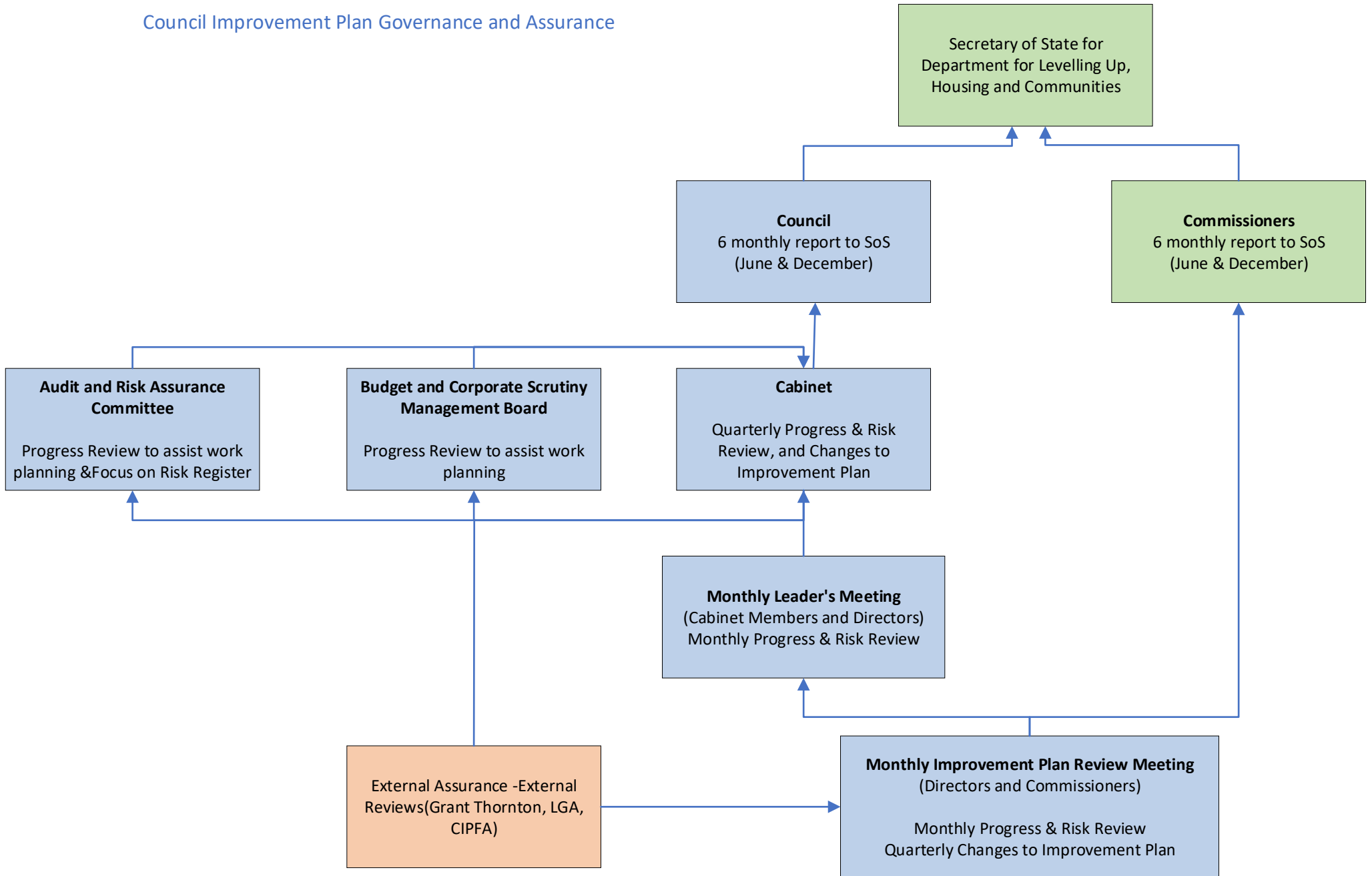
Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
	in a failure to achieve the Council's objectives.					<ul style="list-style-type: 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 Corporate approach to consultation and engagement with residents, including regular residents survey agreed by Leadership Team. Member Officer Survey conducted to provide a temperature check on the relationship Improvement Plan activity embedded in Corporate Plan and Business Plans Refreshed KPIs included in Corporate Plan refresh and streamlined reporting to Leadership Team (from Q1 report) Development of Customer Experience metrics as part of Corporate Plan refresh <p>Further Actions</p> <ul style="list-style-type: none"> Evidence collation to be produced to support IP Recruitment to additional corporate performance team posts Performance Management System options appraisal and procurement to provide capability for performance management Refresh of Member Officer Survey / alternative mechanism conducted to provide a temperature check on the relationship
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>	4 (Green)	4 (Green)	4 (green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Assurance from LGA CPC Follow up Review around development of PMF 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. Lessons learnt captured in relation to SEND transport

Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
						<ul style="list-style-type: none"> Leader has confirmed executive's position in relation to a further review in relation to Wragge/Cox and this was reported to ARAC in June 2023 <p>Further Actions</p> <ul style="list-style-type: none"> 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 Maintain watching brief of council activity to ensure resources are not diverted to historical issues
IP12	<p>Risk approach and progress monitoring (optimism bias):</p> <p>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.</p>	6 (Green)	6 (Green)	6 (Green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> Grant Thornton follow up review of progress against historical issues 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). <p>Further Actions</p> <ul style="list-style-type: none"> Regular reporting to Cabinet, Scrutiny and ARAC and Commissioners' views
IP13	<p>Constitutional Changes</p> <p>If key governance changes (agreed during 2022) are not embedded throughout the organisation and put into practice, then opportunities will be missed, progress will be limited, and there may be non-</p>	9 (Amber)	9 (Amber)	6 (Green)		<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> GT, LGA, and CIPFA follow up reviews provide assurance Alignment of workstream with organisational culture theme through Officer participation in Culture Working Group Revised set of guidance and templates in place to support the changes made around key decisions

Risk Ref	Risk Title and Description	Previous Risk Score (April 23)	Current Risk Score (July 23)	Target Risk Score	Direction of Travel	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk)
	compliance with council processes.					<ul style="list-style-type: none"> • First round of training delivered to budget holders and procurement card holders in relation to spend thresholds and procurements processes. • New Scrutiny Handbook launched • New EIA guidance issued for decision-making • Sub-delegation schemes developed with Directors • Member Development Plan Refreshed • Decision-making arrangements (forward plan, report sign off etc.) reviewed. • Governance Review Phase 2 project plan in place to embed the constitutional changes (Corporate Governance Development Programme) <p>Further Actions</p> <ul style="list-style-type: none"> • Implement Phase 2 of Mod.Gov • Implement a programme of learning for Officers around effective-decision making • Development of local KPIs to monitor performance in relation to decision-making e.g. timeliness of report submissions, publication of reports, use of exemptions, forward plan notice given on time. • MDP Delivery • Monitoring of local KPIs (once introduced)

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Council Improvement Plan Governance and Assurance



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Report to Budget and Corporate Scrutiny Management Board

14 September 2023

Subject:	Outcome of the Budget and Corporate Scrutiny Management Board Spotlight Session on Section 106 Monies
Director:	Surjit Tour Monitoring Officer and Director of Legal Services
Contact Officer:	Connor Robinson, Democratic Services Officer Connor1_robinson@sandwell.gov.uk Anthony Lloyd Democratic Services Officer Ant_lloyd@sandwell.gov.uk

1 Recommendations

- 1.1 That the Budget and Corporate Scrutiny Management Board note the recommendation for the Assistant Director: Green Spaces, Green Services and Events to present a yearly update to each of the Town Boards to discuss available Section 106 funds.


2 Reasons for Recommendations

- 2.1 It was deemed essential that members be consulted on the use of Section 106 monies to ensure that funding was used appropriately in all wards across the borough.
- 2.2 Providing updates on Section 106 monies at a town level would enable members to represent the views of their constituents on how best Section 106 funding is spent in their respective areas.



2.3 Members were pleased with the improvements and greater cross-department working taking place to ensure that outstanding 106 money was spent however, further focus on consulting with Councillors was suggested.

3 How does this deliver objectives of the Corporate Plan?

	<p>Section 106 money can be used to contribute to the costs of providing community and social infrastructure. Ensuring that Section 106 is used appropriately</p> <p>As the majority of funding is held by the parks team, it is vital that value for money is achieved by maintaining the borough's green spaces for children, young people and adults to use.</p>
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4 Context and Key Issues

- 4.1 On 27 July 2023, members from the Budget and Corporate Scrutiny Management Board attended a “spotlight session” to discuss how the Council’s Section 106 funds are managed and distributed.
- 4.2 Section 106 funding can be sought from developers to contribute towards the costs of providing community and social infrastructure. The monies in question are regarded as Planning Obligations and have been obtained following the granting of planning permission. They are legal obligations entered into to mitigate the impacts of a development proposal. Section 106 of the Town and Country Planning Act 1990 allows the developer/ owner to enter into an agreement with the local planning authority. Such Agreements are legally binding but a Deed of Variation can jointly be signed by both parties if the monies for example would be better spent on another site.
- 4.3 The spotlight session allowed scrutiny members to review the current section 106 spend and how these funds were distributed across the different Council departments in which Parks held the most amount of agreements.
- 4.4 Members discussed the legal arrangements surrounding 106 spend and reviewed a breakdown of current spend and contribution. The 106 spend



was monitored by a designated officer within the Planning service area who would ensure spend was compliant as well as the level of funds available and any deadline attached to the funds.

- 4.5 Decisions around Section 106 spend was determined by the specific conditions attached to the Section 106 agreement, usually defined by site, area or ward.
- 4.6 There was a national movement away from 106 agreements towards the Community Infrastructure Levy (CIL) and the majority of 106 agreements were historic.
- 4.7 The majority of the 106 agreements related to green spaces and improvements and modifications to the highway. The money available was very restrictive. The money was held separately to the general budget as it was ringfenced for the use set out in the 106 Agreement. Interest was incurred on the 106 money held.
- 4.8 Works undertaken were scheduled in advanced, it was regarded as best practice that ward members be consulted on where money is spent within their wards along with friends groups across Sandwell.

5 Implications

Resources:	There are no implications arising from this report.
Legal and Governance:	There are no implications arising from this report.
Risk:	There are no implications arising from this report.
Equality:	There are no implications arising from this report.
Health and Wellbeing:	There are no implications arising from this report.
Social Value:	There are no implications arising from this report.
Climate Change:	There are no implications arising from this report.
Corporate Parenting:	There are no implications arising from this report.



6 Appendices

None

7. Background Papers

None



Report to Budget and Corporate Scrutiny Management Board

28 September 2023

Subject:	Tracking and Monitoring of Scrutiny Recommendations
Director:	Law and Governance Surjit Tour Surjir_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi – Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the responses on recommendations referred since the Board's last meeting.
- 1.2 That the Board notes the progress on implementation recommendations made.
- 1.3 That the Board determines what action it wishes to take where progress is unsatisfactory.
- 1.4 That the Board determines which actions/recommendations no longer require monitoring.



2 Reasons for Recommendations

- 2.1 To facilitate the effective monitoring of progress on responses to and press with implementation of recommendations made by the Board and identify where further action is required.
- 2.2 Effective monitoring of recommendations facilitates the evaluation of the impact of the scrutiny function overall.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	<p>The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.</p> <p>Effective monitoring of recommendations made supports this and allows scrutiny to evaluate its impact.</p>
	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 attached Appendix details the responses to actions identified and/or recommendations made by the scrutiny function and progress on the implementation of those previously approved.



5 Implications

<p>Resources:</p>	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific implications for the Board’s attention are detailed in the Appendix.</p>
<p>Legal and Governance:</p>	<p>The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.</p> <p>The Local Government and Public Involvement in Health Act 2007 places a duty on the Executive to respond to Scrutiny recommendations within two months of receiving them.</p> <p>NHS service commissioners and providers have a duty to respond in writing to a report or recommendation where health scrutiny requests this, within 28 days of the request. This applies to requests from individual health scrutiny committees or sub-committees, from local authorities and from joint health scrutiny committees or sub-committees.</p>
<p>Risk:</p>	<p>Any risk implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific risks for the Board’s attention are detailed in the Appendix.</p>
<p>Equality:</p>	<p>Any equality implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific equality implications for the Board’s attention are detailed in the Appendix.</p>



Health and Wellbeing:	<p>Any health and wellbeing implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.</p>
Social Value	<p>Any social value implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.</p>
Corporate Parenting	<p>Any corporate parenting implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.</p>

6 Appendices

Appendix – Budget and Corporate Scrutiny Management Board Action Tracker

7. Background Papers

None.



Tracking and Monitoring of Actions and Recommendations of Scrutiny Boards

Scrutiny Board Date	Agenda Item Title	Action/Recommendation	Responsible Director /Body	Activity Log
Budget and Corporate Scrutiny Management Board				
1 March 2023	Quarter 3 Budget Monitoring	Submit a report to Cabinet recommending:	Surjit Tour	Approved at Cabinet on 12 July 2023
		1.1 that Directors review and update any pages they hold on the Council's website, in particular, the webpage where the Council have facilities/offices to rent.	All Directors	
		1.2 the introduction of additional financial controls on general spend, in particular, matters relating to recruitment and day to day spend where necessary.	Simone Hines Cllr Piper	
		1.3 to explore the feasibility of providing in house care for young people in care, SEND placements and	Simone Hines, Michael Jarrett, Rashpal Bishop Cabinet Members	

		adult social care placements.		
29 March 2023	Improvement Plan	1) A summary and chronology of events explaining where the Council is currently with regards to the proposed development on Lion Farm, and how it reached the Expert Determination process, be circulated to the Board.	Tony McGovern	A written response in relation to the Expert Determination Process will be circulated once the ED process has been fully concluded.

		2) That a further report in relation to recruitment of the Children to Adults Transition Project Officer role be submitted to a future meeting of the Board.	Michael Jarrett/Rashpal Bishop	<p><i>Previous update</i> Initial meeting went ahead in December. PID reviewed and amendments being captured. Agreement reached to engage with key external stakeholders. The Trust's sign-off process incorporated into the Project Governance Structure. The project manager appointment was delayed and the post re-advertised. Closing date 6 Jan.</p> <p>Current position The re-advertisement of the project manager post was unsuccessful, the post is due to be advertised again shortly. To ensure no further delays, resource from within the business has been identified to progress actions identified in the PID.</p> <p>Regular monthly meetings have been diarised with key stakeholders, PID and TOR have been revised and signed off. Remit of the first stage business mapping has been agreed, draft scope and comm's will be presented at the April meeting with the aim to undertake first stage business mapping in May.</p>
29 June 2023	Customer Journey Review	(1) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Cabinet Member for Finance and		Commitments remain in draft form whilst engagement is ongoing as these may be updated further following feedback from residents. Delays in engagement as outlined in AP Point 3. Further work ongoing

		<p>Resources and Cabinet Member for Adult Social Care, be authorised to agree a customer care standards/charter, and staff responsibilities in relation to those standards to ensure;</p> <ul style="list-style-type: none"> a) that “back-office” staff take ownership and accountability of customer requests received via Contact Centre Agents; b) a standard approach is taken to making officer contact numbers available on Outlook and to customers to prevent additional calls being made to the Contact Centre; c) a standard approach to the complaints process and deadlines for responding to complaints are clear and accessible across all Council services; d) that key contacts are identified within each service area to aid Customer Service Agents in their enquiries; 		<ul style="list-style-type: none"> a) Key Service area links are in place for all calls taken by the contact centre. Ongoing development continues and proposed training will feature heavily on this areas. b) Email issued to all ADs and Directors instructing a reminder be sent to all Officers.. c) Complaints process is in place and detailed on the Council Website. Ongoing monitoring of the Complaints SLA target is in place. Complaints Training is currently being rolled out and will include a reminder of all processes and timescales d) Named Officers in each Service Area are identified and meetings are taking place on a regular basis. e) Work is ongoing within the Technology Workstream of the CJ Board to provide automated updates where possible
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		<p>e) that residents are regularly updated and informed about the current process of their request/query.</p>		
		<p>(2) that the Director of Regeneration and Growth/Assistant Chief Executive be authorised to commission/develop a customer training package that incorporates the following topics:-</p> <p>a) The completeness of response letters b) Methods to manage customer expectations and awareness around the Council's remit and responsibilities.</p>		<p>Research undertaken and discussions held. Awaiting feedback on potential costs prior to discussions taking place with procurement. Specification to be drafted. Response letters are also covered in Complaints training as per 1.1c. Identified individuals in each Directorate to input into specification and agree requirements.</p>
		<p>(3) that the Director of Regeneration and Growth/Assistant Chief Executive ensure that all members of staff undertake training around customer care standards as identified in (2) and that</p>		<p>As per 1.2 above. Training being considered will also look at including a coaching programme for supervisors/management staff. Discussions will be undertaken with HR re inclusion in Appraisal process</p>

		staff performance against these standards be incorporated within the appraisal process;		
		(4) that mandatory corporate customer service training be included as part of the induction process for all staff;		As above. As part of the proposed training an online offer will also be procured which all staff will be expected to complete, and which will be included in inductions.
		(5) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Director of Finance, investigate options for procuring a single joint Customer Relations System across the Council;		SOCITM currently engaged to undertake independent options appraisal on existing and potential CRM systems, reporting back to CJ Board. There are linked dependencies within this action which will impact timescales.
		(6) that the Director for Director of Regeneration and Growth/Assistant Chief Executive considers the introduction of automated feedback surveys and that regular feedback on Council		Automated feedback surveys are already in use across various service areas. Procurement of the new Telephony system will allow greater opportunities for this. CJ Board have also identified gaps and have provided approval and funding for new technology, eg tablets within the OSS

		enquires/complaints are analysed and shared with Directorates;		
		(7) That the Director for Director of Regeneration and Growth/Assistant Chief Executive introduces corporate guidelines in relation to the use of Council contact numbers to ensure that all officers are contactable and that contact details are updated regularly;		Initial reminder to all staff as per 1.1b.
		(8) that the Director of Regeneration and Growth/Assistant Chief Executive considers the feasibility of amalgamating the current three contact centres (Corporate Contact Centre, Revenues and Benefits Contact Centre and Adult Social Care Care) into a single contact centre number with staff specialising in various areas;		Initial Options appraisal undertaken and report presented to CJ Board and Leadership Team. Agreement to pause the work to allow for the detailed process mapping to take place to better inform the decision. Work is ongoing to look at the single number and will be further considered with the implementation of the new telephony system.

		(9) that the Director of Regeneration and Growth/Assistant Chief Executive, as part of the refresh of the Council's website, ensures the Council continues to promote the use of Sandwell Digital First and the Council's website as the first point for accessing information and raising an issue/request;		Work ongoing within the Digital Workstream of the CJ Board to ensure promotion of all digital channels. OSS and Community Hubs are supporting people to set up My Sandwell accounts if desired. Financial year 22/23 and current stats for this year show that digital is now the main contact channel. This will continue to be monitored.
		(10) that as part of the customer journey review being undertaken, the Director of Regeneration and Growth/Assistant Chief Executive reviews current timescales for responding to enquiries and consider a reduction, wherever possible, including member enquiries being reduced from 10 working days to 3-5 days.		This recommendation was NOT approved by Cabinet on 12 July 2023. A lack of resources meant that the request could not be feasibly met. However, officers would review the request at a later date: An existing wider piece of work is on-going with Members around the Councillor Portal. This work will look at the response time and any agreed standards, and ensure that this is considered as part of the wider remit of that work.
27 July 2023	Sickness Absence	Make a recommendation to Cabinet:		Recommendation to be received by Cabinet in October 2023.

	Outturn 2022-23	That the Head of Human Resources, in consultation with the Deputy Leader and Cabinet Member for Finance and resources, provide a further report to the Budget and Corporate Scrutiny Management Board considering the feasibility of introducing bonuses and/or incentives to improve staff attendance.		
		That a briefing note, in relation to the impact of long-COVID on the Council's workforce, be circulated to the Board.	Victoria Lee	Briefing note requested. Note will be circulated once ready.
	Customer Journey Progress update	That, in relation to customer service training, extra attention be given to the intricacies of cultural differences, especially regarding body language.		This will be included with any Customer Service training moving forward – officers will ensure that it is included in the Spec. At the moment, officers are exploring what training options are out there. A procurement exercise will then be required to appoint an organisation to deliver the training.
	Centre for Governance and Scrutiny – The use of call-in: guidance for English Authorities	That the Governance and Constitution Review Committee be recommended to consider and recommend to Council the expansion of the use of call-in to all executive decisions.		Governance and Constitution Committee meeting arranged to consider the request on 21 September 2023.

Report to Budget and Corporate Scrutiny Management Board

28 September 2023

Subject:	Cabinet Forward Plan and Board Work Programme
Director:	Law and Governance Surjit Tour Surjit_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi- Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the Cabinet Forward Plan, which sets out the matters programmed to be considered by the Cabinet.
- 1.2 That the Board notes its work programme, which sets out matters to be considered by the Board in 2023/24 and considers whether any changes are required to the programme.



2 Reasons for Recommendations

- 2.1 A strong and effective work programme underpins the work and approach of Scrutiny.
- 2.2 It is good practice for work programmes to remain fluid, to allow for scrutiny of new and emerging issues in a timely manner.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.
	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 Scrutiny is a member led and driven function, driven by members' commitment to improve services and thereby people's lives.
- 4.2 An annual work programming event, involving chief officers, executive members and key partners, was held in June 2023 and all boards approved their work programmes for 2023/24 at their first meeting of the municipal year.



- 4.3 Boards have responsibility for their own work programmes, and it is good practice to keep them under review, to allow for new and emerging issues to be scrutinised in a timely manner.
- 4.4 Scrutiny Procedure Rules allow any member to request that an item is added to a scrutiny board's work programme. Each request should be carefully assessed, using the agreed process, to ensure that resources can be prioritised and that the scrutiny activity will add value.

5 Implications

Resources:	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific implications for the Board's attention are detailed in the Appendix.</p>
Legal and Governance:	<p>The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.</p> <p>The Local Government and Public Involvement in Health Act 2007 places a duty on the Executive to respond to Scrutiny recommendations within two months of receiving them.</p> <p>NHS service commissioners and providers have a duty to respond in writing to a report or recommendation where health scrutiny requests this, within 28 days of the request. This applies to requests from individual health scrutiny committees or sub-committees, from local authorities and from joint health scrutiny committees or sub-committees.</p>
Risk:	<p>Any risk implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific risks for the Board's attention are detailed in the Appendix.</p>
Equality:	<p>Any equality implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p>



	Any specific equality implications for the Board's attention are detailed in the Appendix.
Health and Wellbeing:	Any health and wellbeing implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.
Social Value	Any social value implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.
Corporate Parenting	Any corporate parenting implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet. Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.

6 Appendices

Appendix 1 – Cabinet Forward Plan

Appendix 2 – Board Work Programme

7. Background Papers

None.

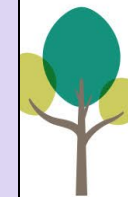


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The following items set out key decisions to be taken by the Executive:-

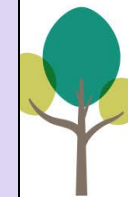
	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
10	COVID Grant Proposals Contact Officer: Rebecca Maher Director: Simone Hines – Director of Finance	Cabinet – Finance & Resources (Cllr Piper)	Public	18 October 2023	None	None



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
11	<p>HRA Capital Investment Procurement Strategy Procurement Strategy for HRA related Capital and Revenue contracts. Approval required for extension of contracts.</p> <p>Contact Officers: Phil Deery/Chris Hall</p> <p>Director: Gillian Douglas – Director of Housing</p>	<p>Cabinet – Housing and Building Environment (Cllr Rollins)</p>	Public	18 October 2023		Report Risk Register

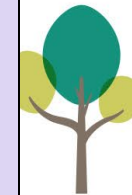


	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
23	<p>Endorsement of the Tackling Poverty Plan To endorse the partnership-led plan to address poverty in Sandwell, following its launch at the Cost of Living Summit in October 23</p> <p>Contact Officer: Jane Alexander/ Heather Chinner</p> <p>Director: Shokat Lal, Chief Executive</p>	<p>Cabinet – Leader of the Council (Cllr Carmichael)</p>	Public	15 November 2023	7 December – SNAC	Tackling Poverty Plan



ONE COUNCIL
ONE TEAM

	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
24	<p>RIPA Policy</p> <p>Contact Officer: Vanessa Mahersmith</p> <p>Director – Surjit Tour, Director of Law and Governance</p>	<p>Cabinet – Leader of the Council (Cllr Carmichael)</p>		<p>15 November 2023</p>		
35	<p>Allotments Review and Strategy</p> <p>Contact Officer: Matthew Huggins</p> <p>Director: Alice Davey – Director of Borough Economy</p>	<p>Cabinet - Leisure and Tourism (Cllr Padda)</p>		<p>15 November 2023</p>		



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
40	<p>Q2 Budget Monitoring 2023/24 Cabinet to note the current financial position and refer to Scrutiny</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Simone Hines</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>6 December 2023</p>	<p>Post -04/01/24</p>	<p>Appendices</p>



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Scrutiny Board Work Programme 2023/24

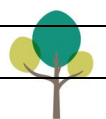
Budget and Corporate Scrutiny Management Board

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Standing Items:-

- Tracking and Monitoring of Recommendations to the Executive
- Work Programme (including Cabinet Forward Plan)

Meeting Date	Item	Presented by
11 July 2023	Customer journey Review Report	Suky Suthi- Nagra
	Oracle Fusion Report	Simone Hines
	Budget and Corporate Scrutiny Management Board Work Programme 23/ 24	Suky Suthi- Nagra
	Financial Outturn 2023	Simone Hines
27 July 2023	Customer Journey Progress Update	Helen Green
	Managing Attendance and Sickness Absence	Victoria Lee
	CfGS Call- in Guidance	Elaine Newsome
	Approval of 2023/ 24 Municipal Year Work Programme	Democratic Services
28 September 2023	Q1 Budget Monitoring	Brendan Arnold
	Improvement Plan - Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Section 106 Spotlight Session Outcome	Democratic Services
5 October 2023	Q1 Corporate Plan – Progress Report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
	Scrutiny Annual Report	Alex Goddard/ Democratic Services



	Oracle Fusion Update	Victoria Lee/ Laura Maitland (laura.maitland@socitmadvisory.co.uk)
	Cashless Strategy	Ian Dunn
	Lion Farm Update (Private Item)	Tony McGovern/ Surjit Tour
2 November 2023	Provisional Budget Proposal	Brendan Arnold
30 November 2023	Improvement Plan Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	WMCA Devolution Deal	Laura Shoaf/ Ed Cox (WMCA)
4 January 2024	Q2 Budget Monitoring	Brendan Arnold
	Q2 Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
1 February 2024	Q2 – Corporate Plan progress report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
20 March 2024	Improvement Plan – Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Midland Metro Hospital Update (Registrar Officer Demand)	Mark Satchwell

To be Scheduled

Development of Transformation Strategy – Director of Finance/ Ass. CEO

Medium Term Financial Strategy – Director of Finance

Digital Transformation (Customer Journey/ Accessibility for residents) – Helen Green (Routine Updates)

Scrutiny Review:

- Voluntary Sector Support and Grant Funding

