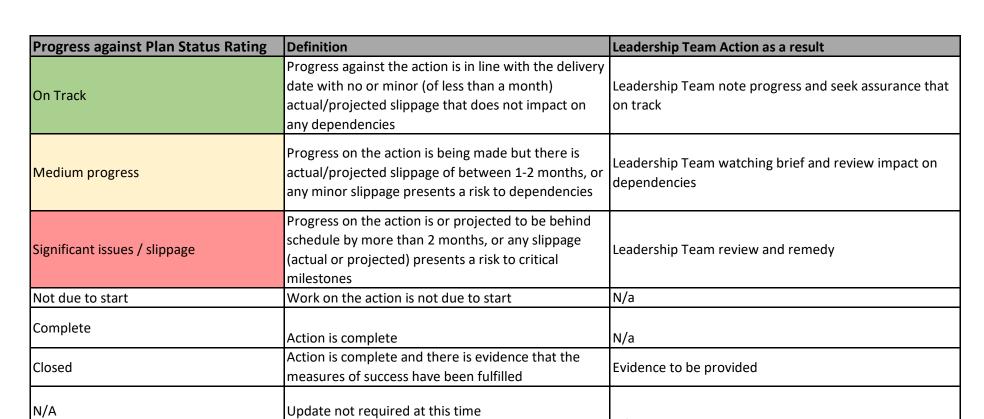
												<u> </u>		July Update
		Static data		Owners	Other	Update Owner (if	Date		Main	lain Action Risk	Progress against plan Status (June	Evidence of status rating	Progress against plan	Evidence of status rating
	Ref	Implement 4-yearly election cycle	Director Lead Director- Law & Governance	Cabinet Member Leader of the Council	Leads	different)	Start date May-22	Due date Sep-23		If we don't reach a decision in October, then there will be a reputational risk	N/A	Update (June 2022) N/A	N/A	Update (Initial and Date) (July 2022) N/A
4 Yearly Election Cycle 4 Yearly Election	DM.A1.1	Options Paper to Leadership Team	Director- Law & Governance	Leader of the Council				Jun-22	N/A	associated with delaying making a decision N/A	On Track-	Report prepared for Council 26th July to seek agreement		
Cycle	DM.A1.2	Council Decision to implement	Director- Law &	Leader of the Council				TBC	N/A	N/A	On Track-	to commence consultation. Planning on October Council decision (subject to	On Track- little	
4 Yearly Election Cycle		·	Governance							If Corporate Governance Documents are not	slippage	26th July Council agreement to consult)	1. 0	Further final decision report due October
Constitution and Governance Framework	DM.B1.0	In-depth review and revision to Corporate Governance Documents	Director- Law & Governance	Leader of the Council			Dec-21	Oct-22	Medium Risk	updated, then other improvement work with Members and OFficers will be adversely impacted.	N/A	N/A	N/A	N/A Incorporated within
Constitution and Governance Framework	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	Leader of the Council			Jul-22	Sep-22	N/A	N/A		Preparing to take a report	On Track- little or no slippage	Member Development Programme and Management Development Programme and progress rating reflected within that action(see also updates to OC.B2.1 and OC.D2.2 within Organisational Culture Theme) As individual constitutional changes are approved, training will be rolled out to follow. First approvals due at July Council.
Constitution and Governance Framework	DM.B1.2	Revised Procurement and Contract Procedure Rules agreed	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	On Track- little or no slippage	to Council in July, dependent on Member agreement to approach and engagement undertaken. Contingency to schedule a extraordinary Council meeting mid Aug if additional consultation	or no slippage	Council agreed to consider changes on 26th July.
Constitution and Governance	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	On Track- little or no slippage	Preparing to take a report to Council in July, dependent on Member agreement to approach and engagement undertaken. Contingency to schedule a extraordinary Council meeting mid Aug if additional consultation	Significant issues / actual/projected slippage- more than 2 months	
Constitution and Governance	DM.B1.4	Revised Council Procedure Rules	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1- 2 months	Preparing to take a report to Council in October following approval to approach from Governance and Constitution Member Working Group. Date to be amended through change	On Track- little or no slippage	Amend date Approved by Council in July. Note from PMO 01/09/22: An error was made in the July entry to incorrectly state that Council Procedure Rules were approved at Council in July. They are scheduled for October Council. Error is
Framework Constitution and Governance Framework	DM.B1.5	Revised Sale of Land and Buildings Protocol	Director- Regeneration & Growth	Leader of the Council		Service Manager- Strategic Asset & Land		Aug-22	N/A	N/A	On Track- little or no	control. RJ 27.06.22: Protocol being prepared for Council approval in July alongside Financial Regulations	On Track- little	Approved at July 2022 Council. Action is Complete now.
Constitution and Governance Framework	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	On Track- little or no slippage	Preparing to take a report to Council in October following approval to approach from Governance and Constitution Member Working Group.	On Track- little or no slippage	Preparing to take a report to Council in October following approval to approach from Governance and Constitution Member Working Group.
Constitution and Governance Framework	DM.B2.0		Director- Law & Governance	Deputy Leader		Governance and Business Support Principal Lead & Solicitor	Jan-22	Jul-22	Low Risk	If we don't ensure that there is sufficient governance and oversight, it can lead to significant and/or unintended consequences for the organisation e.g. reputational issues, Council not discahrging legal obligations.	N/A	N/A	N/A	N/A
Constitution and Governance Framework	DM.B2.1	Identify existing arms-length companies, company directors and company administration	Director- Law & Governance	Deputy Leader			Apr-22	Apr-22	N/A	N/A	issues / actual/project ed slippage- more than 2	Review has been completed and will be circulated to Leadership Team in July. SCT is the only identified arms-length company.	Complete	
Constitution and Governance	DM.B2.2	'''	Director- Law & Governance	Deputy Leader			May-22	Jul-22	N/A	N/A	little or no	Review has been completed and will be circulated to Leadership Team in July. SCT is the only	Complete	Report has been circulated
Framework Constitution and Governance Framework	DM.B2.3	Implement annual reporting arrangements	Director- Law & Governance	Deputy Leader				Jul-22	N/A	N/A	On Track- little or no	identified arms-length In place for SCT. Briefing note to Leadership Team will include guidance and lessons learnt in the event	Complete	to Leadership Team
Role and Function of Scrutiny and Audit	DM.C1.0		Director- Law & Governance	Leader of the Council			Dec-21	Jul-22		If there isn't an effective overview and scrutiny function in place, then the Council decisionmaking will not be as effective as it can be.	N/A	N/A	N/A	N/A
Role and Function of Scrutiny and Audit	DM.C.1.0	Review of scrutiny arrangements	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	On Track- little or no slippage	Work is ongoing with new Chair of Scrutiny. Agreement to next steps of review. Anticipate completion of review by October and implementation as part of continuous improvement.		As per June update. No issues arising. Cllr Moore presented Scrutiny Report at Council on 26/07 and provided Members with ar update on changes taking place this Municipal Year. Review due to complete in October and implementation as part of continuous improvement
Role and Function of Scrutiny and Audit	DM.C1.2	Scrutiny Work Planning event	Director- Law & Governance	Leader of the Council				Jun-22	N/A	N/A	On Track- little or no slippage	All scrutiny boards have an agreed work programme and boards are in the process of delivering their work plans. Review due to complete in	Complete Medium	Review due to complete in
Role and Function of Scrutiny and Audit	DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A If we don't implement	On Track- little or no slippage	October. Actions will be implemented subsequently. Date to be altered via change control.	Progress- actual/ projected slippage of 1-2	· ·
Role and Function of Scrutiny and Audit	DM.C.2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader	Director	r-	Dec-21	Sep-22	Medium Risk	scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and	N/A	N/A		N/A Procurement-related recommendations on track
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded	Director- Law & Governance	Deputy Leader	Children & Education Scrutiny	0	Early 2022	Sep-22	N/A	N/A			On Track- little or no slippage	in line with award of contract from 1st September. (see also update in Procurement & Commercial)
Role and Function of Scrutiny and Audit	DM.C2.2	Recommendations relating to Waste Contract concluded	Director- Borough Economy	Deputy Leader	Director Law and Governa nce	i		Dec-22	N/A	N/A	Progress- actual/ projected slippage of 1- 2 months	AD 27.06.22 recommendations in progress. Some slippage on provision of key annual plans from Serco has been experienced. Work is ongoing with new Chair of ARAC. Regular		Annual plans now provided & review of contract started
Role and Function of Scrutiny and Audit	DW.C.3.0	Manage position on historic issues through work with ARAC chair	Director- Law & Governance	Deputy Leader			Dec-21	Ongoing	Low Risk	o check risk description w	On Track- little or no slippage	meetings in place to discuss work programme and issues arising. Historic issues have not featured. Follow up action required from the Executive relating to historic issues which is being progressed.		
Role and Function of Scrutiny and Audit	DW.C4.0	ARAC report and recommendations in relation to SEND Transport	Director- Law & Governance	Deputy Leader			Dec-21	Oct-22	Medium Risk	If we don't implement ARAC recommendations, this undermines the Council's decision making and leaves the Council open to risk and	N/A	N/A	N/A	N/A
Role and Function of Scrutiny and Audit	DW.C4.1	Completion of report and recommendations	Director- Law & Governance	Deputy Leader				Oct-22	N/A	N/A			Medium Progress- actual/ projected slippage of 1-2 months	Rated is Amber moving to Green. A new procurement exercise has been undertaken following a specific criteria. A new framework has been developed - of 18 operators - 9 were successful and invited to bid for 13 contracts. 4 operators handed 5 contractrs back citing capacity issues and were either re-offered or a mini competition has been undertaken. All contracts have now been offered and accepted. Lessons learnt regarding procurement exercises to take place.



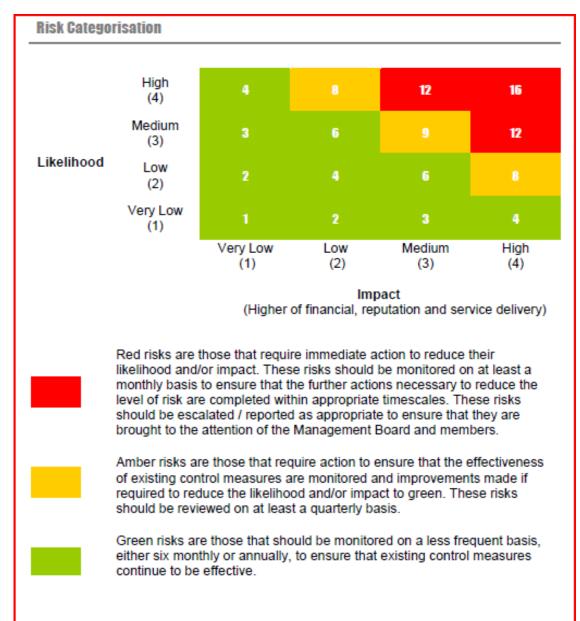
N/a

Update not required at this time



Action Risk Score (Use Corporate Risk Matrix)

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



Theme 1 -Organisational Culture			Doc type Project Report Data Owner	Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team			IMPROV PL		
					_				July Updates
Static data	Owners	Dates		Main Action Risk	Progress against plan	Evide	ence of status rating	Progress against plan	Evidence of status rating

Workstream Establishing												Progress against	July Updates
Establishing	Def	Static data	Discotor Lond	Owners	Otherstands	Update Constitution (15)	Dates	Main Action		Progress against plan	Evidence of status rating	plan	Evidence of status rating
O	Ref	Action Establish the desired organisational culture for Sandwell	Director Lead Director - Business	Cabinet Member	Other Leads	different)	Due date	Risk	Description Failure to agree desired		Update (June 2022)		Update (Initial and Date) (July 2022)
Organisational Culture	OC.A1.0	Council	Strategy and Change	Deputy Leader		Head of May 2022 HR	Dec 2022	Low Risk	organisational culture	N/A	N/A Consultancy engaged. Working Group in	N/A	N/A Engagement and Culture Champion
Establishing Organisational	OC.A1.1	Phase 1 Engagement: Starting the Conversation	Director – Business Strategy and Change	Deputy Leader		Head of HR Jun 2022	Jul 2022	N/A	N/A	On Track- little or no slippage		On Track- little or no slippage	recruitment underway. On track for Listening Groups to commence late August/through September
Culture Establishing Organisational	OC.A1.2	Phase 2 Engagement: Determining Desired Culture	Director – Business Strategy and Change	Deputy Leader		Head of HR Aug 2022	Dec 2022	N/A	N/A	Not due to start		On Track- little or no slippage	Consultancy support engaged. Sucess measures identified.
Culture Establishing Organisational	OCA1.3	Approval of document setting out the desired organisational culture	Director – Business Strategy and Change	Deputy Leader		Head of Autumn HR 2022	Autumn 2022	N/A	N/A	Not due to start	Not due to start	Not due to start	Engagement timetable established Not due to start
	OC.A2.0	Create the right environment for that organisational culture to thrive	Director - Rusiness	Deputy Leader				Medium Risk	Lack of engagement to embed desired culture	N/A	N/A	N/A	N/A
Establishing Organisational	OC.A2.1	Organisational Development Strategy and Plan Approved	Director – Business Strategy and Change	Deputy Leader		Head of HR	End 2022	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Culture Establishing Organisational	OC.A2.2	Other actions as a result of engagement phases	Director – Business Strategy and Change	Deputy Leader		Head of HR	TBC	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
	OC. B1.0	Design and deliver Corporate Governance Training for Officers	Director - Rusiness	Deputy Leader	Director- Law & Governance			Low Risk	Failure to deliver required training within agreed	N/A	N/A	N/A	N/A
Development Officer Learning and	OC.B1.1	Scope of Corporate Governance Training for Officers approved (including comprehensive finance and	Director- Law & Governance	Deputy Leader	Director – Business Strategy and	May-22	Jun-22	N/A	timescales N/A	Duplicate/ link to	See update to OC.B2.1 below	On Track- little or no	Incorporated within update to OC.B2.1 below on management
Development		governance training tailored to those with different levels of financial responsibility)			Change Director - Finance					another action		slippage	development programme
Officer			Director – Business							Significant issues / actual/projected	Corporate Induction will be updated when the relevant learning interventions relating to Governance Training have	Significant issues /	As June. Governance training planning discussions are underway. RJ 01/08/22: Change control to
Learning and Development	OC.B1.2	Revision of Corporate Induction	Strategy and Change	Deputy Leader	Director- Law & Governance	Jun-22	Jul-22	N/A	N/A	slinnage- more than 2	been developed. RJ 07.07.22: Likely change control on dates for sequencing with Management Development	slippage- more than 2 months	sequence dates with Management Development Programme - linked to OD Strategy and Plan
											Programme		Incorporated within Management
Officer	00.04.3		Director Law 9 Comment	Danish Landar	Director – Business	Jul-22	Con 22	N/A	21/2				Development Programme and progress rating reflected within that action(see update to OC.B2.1 below)
Learning and Development	OC.B1.3	Effective decision-making training	Director- Law & Governance	Deputy Leader	Strategy and Change	Jui-22	Sep-22	N/A	N/A				As individual constitutional changes are approved, training will be rolled out to follow. First approvals due at
													July Council. Discussing with LGA possible support around corporate governance
Officer Learning and Development	OC.B1.4	Procurement of Delivery Partner (corporate governance training)	Director- Law & Governance	: Deputy Leader	Director – Business Strategy and Change		Aug-22	N/A	N/A	Duplicate/ link to another action	See update to OC.B2.1 below	On Track- little or no	training. Progress incorporated within Management Development Programme and progress rating
													reflected within that action(see update to OC.B2.1 below)
Officer Learning and Development	OC.B1.5	Delivery of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	Autumn 2022	Dec-22	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Officer Learning and	OC.B1.6	Annual Refresher of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	TBC 2023	TBC 2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Development Officer									Lack of engagement from				
	OC.B2.0	Develop a clear programme of management development	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance			Low Risk	managers with the programme	N/A	N/A	N/A	N/A
											RJ 08.07.22: Procurement and budget holder training in development. Currently		
					Director- Law &	Head of					finalising dates with LGA for Officer- Member relationship support. Sessions with other Officer-tiers are being designed with the intention that an		
Officer Learning and	OC.B2.1	Management Development Programme Designed	Director – Business Strategy and Change	Deputy Leader	Governance Director - Finance	HR Team Aug-22	Dec-22	N/A	N/A	On Track- little or no slippage	output from the training will be a series of pledges made by Officers and Members. Governance and Decision Making		As per June. Dates for Member- Officer relationship support from LGA confirmed for September (6th and
Development			Chategy and Change		Director Finance	Manage r L&D/OD				зпрриде	training will follow Council approvals. These initial strands of work will become a 'Managers Fundamentals/Essentials'		20th)
						Lubiob					programme with the broader Management Development Programme to be delivered in 2023 following the		
Officer					Director- Law &	Finance					approval of an OD strategy and Plan. Approved and launched at SM briefing.		
Learning and Development	OC.B2.2	Budget Holder Role Profile Approved	Director - Finance	Deputy Leader	Governance	Improve ment Manage Head of	May-22	N/A	N/A	On Track- little or no slippage	Will be discussing with Directorate Management Teams. SH 1/7/22	Complete	complete
Officer Learning and	OC.B2.3	Incorporate training on company roles and responsibilities	Director- Law & Governance	Deputy Leader		Head of HR Aug-22	Dec-22	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Development		in senior officer development plan				Team Manage							
Officer Learning and Development	OC.B2.4	Management Development Programme Delivery	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	2023	2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Officer and					Director- Law & Governance				If formalised meeting structures aren't in place,				
Member Relationship	OC.C1.0	Continue regular weekly meetings between Cabinet Members and Leadership Team	Director- Law & Governance	Leader of the Council	Chief Executive Leader Cabinet Members Leadership Team			Low Risk	opportunities may be missed for issues to be discussed. Other regular meetings are taking place.	N/A	N/A	N/A	N/A
Officer and		Regular meetings of Commissioners, Monitoring Officer,			Director- Law & Governance Chief Executive					Medium Progress- actual/ projected	1:1 Meetings have been taking place. Awaiting confirmation of Conservative	Medium Progress- actual/projected	Update as per June. Conservative
Member Relationship	OC.C1.1	Section 151 Officer and Chief Whips commence	Director- Law & Governance	Leader of the Council	Leader Cabinet Members Leadership Team	May 2022	May 2022	N/A	N/A	slippage of 1-2	Group whip. Formal schedule of meetings will be scheduled to start from September.		Group whip to be identified.
Officer and Member	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new	Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive	May 2022	Jun 2022	N/A	N/A	On Track- little or no	Regular weekly meetings in place between Directors and Executive and	On Track- little or no	In place. To be reviewed throughout year to ensure structures are fit for
Relationship		Municipal Year			Leader Cabinet Members Leadership Team	Í		·		slippage	agreed for Municipal Year	slippage	purpose.
Officer and Member Relationship	OC.C2.0	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	Deputy Leader		2021	Summer 2022	Low Risk	On track	Not due to start	Not yet due. Star Chambers to be booked for August/early September	On Track- little or no slippage	Booked for August and September
Officer and		Engage LGA to support Officers and Members to develop	Director Law 8						If cultural and behavioural historic issues that have affected the Council's ability to deliver could return if the	On Track- little or no	On track. Sessions being planned August	On Track-little or no	Sessions have been scheduled for 6th and 20th Sep for Members. LGA will
Member Relationship	OC.C3.0	the relationship going forward including continuation of LGA Cabinet Member mentoring programme	Governance	Leader of the Council		May 2022	Dec 2022	Wicalamirask	to deliver could return if the relationship between Officers and Members is not	slinnage	and September for all Members. Regular dialogue with LGA. Plans are progress.	slippage	be supporting sessions with Officers around the Member-Officer Relationship. Confirming dates.
Officer and									Risk relates to reputational harm where Members are				
	OC.C4.0	Ward and Casework Management	Director- Law & Gov ernance	Deputy Leader	Director- Law & Governance	May 2022	Oct 2022	Medium Risk	unable to have their case work addressed in a timely manner	N/a	N/A	N/a	N/A
Officer and Member Relationship	OC.C4.1	Process and approach review –completed as part of customer feedback review	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change		Complete	N/A	N/A	Complete		Complete	
													Work around Member-Officer relationship is progressing but it is recognised that Member portal
	OC.C4.2	Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for		P Deputy Leader	Director- Business Strategy & Change			N/A	N/A		RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC	On Track- little or no	requires further development to meet Members' expectations. Options appraisal underway for customer
Relationship		ward and casework (linked to desired organisational culture)									and ST.		management system. Action to be pursued in Sep/Oct linked to organisational culture work.
									If we do not ensure Members have the required				Approach and timescales to be discussed by NC and ST.
Member Learning and Development	OC.D1.0	Deliver Member Development Programme including Finance Training Programme	Director- Law & Governance	Deputy Leader				Medium Risk	knowledge and skills to undertake their roles, the Council is at risk of not	N/A		N/A	
Member Learning and Development	OC.D1.1	Service Showcase	Director- Law & Governance	Deputy Leader			18-May-22	N/A	N/A	Complete		Complete	
Member Learning and Development	OC.D1.2	New Member Induction	Director- Law & Governance	Deputy Leader		May-22	Jun-22	N/A	N/A	On Track- little or no slippage	New Member Induction Completed	Complete	Completed and positive fedeback received from Members on changes. Further improvements are being
· 													identified for next year's induction Approved by Ethical Standards and Member Development Committee.
Member Learning	OC.D1.3	Approval of Member Development Programme	Director- Law & Governance	Deputy Leader		Jul-22	Jul-22	N/A	N/A	On Track- little or no slippage	Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be	On Track- little or no	·
and bevelopment										зпрридс	regularly reviewed and refreshed by the Committee.		shared with LGA and Commissioners. Discussions are taking place with LGA around assistance with delivery.
													Ongoing activity as part of the
Member Learning and Development													Municipal Year is taking place. Member attendance has been good
	OC.D1.4	Deliver Member Development Programme	Director- Law & Governance	Deputy Leader		Jul-22	Mar-23	N/A	N/A	On Track- little or no slippage	Ongoing activity as part of the Municipal Year.	On Track- little or no slippage	Member attendance has been good
	OC.D1.4	Deliver Member Development Programme	Director- Law & Governance	Peputy Leader		Jul-22	Mar-23	N/A	N/A			On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will
Member Learning and Development		Deliver Member Development Programme Design and deliver Corporate Governance Training for Members	Director- Law &	Deputy Leader Leader of the Council	Director- Finance	Jul-22	Mar-23	N/A Medium Risk	N/A If there is insufficient understanding of corporate governance arrangements, this will leave the Council			On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this
Member Learning and Development		Design and deliver Corporate Governance Training for	Director- Law &		Director- Finance	Jul-22	Mar-23		If there is insufficient understanding of corporate governance arrangements,	slippage N/A	Year.	On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP.
and Development	OC.D2.0	Design and deliver Corporate Governance Training for Members	Director- Law &		Director- Finance	Jul-22	Mar-23		If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	slippage N/A	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout	On Track- little or no slippage N/A	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A
Member Learning	OC.D2.0	Design and deliver Corporate Governance Training for	Director- Law &	Leader of the Council	Director- Finance Director- Finance	Jul-22	Mar-23		If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	slippage N/A On Track- little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member	On Track- little or no slippage N/A Complete	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP.
Member Learning	OC.D2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members	Director- Law & Governance	Leader of the Council				Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	slippage N/A On Track- little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of	On Track- little or no slippage N/A Complete	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented
Member Learning and Development Member Learning	OC.D2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members	Director- Law & Governance	Leader of the Council Leader of the Council				Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A	N/A On Track- little or no slippage On Track- little or no	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year	On Track- little or no slippage N/A Complete On Track- little or no	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by
Member Learning and Development Member Learning	OC.D2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved	Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council	Director- Finance	Mar-22	Jun-22	Medium Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A	N/A On Track- little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be	On Track- little or no slippage N/A Complete On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the
Member Learning and Development Member Learning	OC.D2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved	Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council	Director- Finance	Mar-22	Jun-22	Medium Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A	N/A On Track- little or no slippage On Track- little or no	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous	On Track- little or no slippage N/A Complete On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway
Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved	Director- Law & Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council	Director- Finance	Mar-22	Jun-22	Medium Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A	N/A On Track- little or no slippage On Track- little or no	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Sovernance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support
Member Learning and Development Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance	Director- Law & Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council	Director- Finance Director- Finance	Mar-22	Jun-22 Sep-22	Medium Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A	N/A On Track- little or no slippage On Track- little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development
Member Learning and Development Member Learning and Development Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance	Director- Law & Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council Leader of the Council	Director- Finance Director- Finance	Mar-22	Jun-22 Sep-22	Medium Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A	N/A On Track- little or no slippage On Track- little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below)
Member Learning and Development Member Learning and Development Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training	Director- Law & Governance Director- Law & Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council Leader of the Council Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22	Jun-22 Sep-22 Dec-22	Medium Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A	Not due to start Not due to start	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start	On Track- little or no slippage Complete On Track- little or no slippage Not due to start On Track- little or no	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A N/A Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for
Member Learning and Development Member Learning and Development Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training)	Director- Law & Governance Director- Law & Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council Leader of the Council Leader of the Council	Director- Finance Director- Finance	Mar-22 Jul-22	Jun-22 Sep-22	Medium Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A	N/A On Track- little or no slippage On Track- little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec
Member Learning and Development Member Learning and Development Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training	Director- Law & Governance	Leader of the Council Leader of the Council Leader of the Council Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22	Jun-22 Sep-22 Dec-22	Medium Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A	Not due to start Not due to start	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.5	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22	Jun-22 Sep-22 Dec-22	Medium Risk N/A N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Not due to start Not due to start Not due to start	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22 Sep-22 May-22	Jun-22 Sep-22 Dec-22 Oct-22	Medium Risk N/A N/A N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Not due to start Not due to start Not due to start On Track- little or no slippage On Track- little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start Not due to start	On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Not due to start On Track-little or no slippage N/A On Track-little or no slippage On Track-little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A Sovernance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22 Sep-22 May-22	Jun-22 Sep-22 Dec-22 Jun-22	Medium Risk N/A N/A N/A N/A N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage Medium Progress-	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start Not due to start Not due to start Picked up through Leadership Team discussions (within and outside meetings) Action not yet commenced. Approach to be agreed in July ahead of	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage On Track- little or no slippage Medium Progress-	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22 Sep-22 May-22	Jun-22 Sep-22 Dec-22 Jun-22	Medium Risk N/A N/A N/A N/A N/A N/A Low Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A If there is insufficient opportunities N/A N/A	N/A Not due to start Not due to start Not due to start Not due to start Not rack- little or no slippage On Track- little or no slippage Medium Progress- actual/ projected slippage of 1-2 months	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start Not due to start Not due to start Picked up through Leadership Team discussions (within and outside meetings) Action not yet commenced. Approach to be agreed in July ahead of commencement of Chief Executive Recruitment. Change Control: action is in relation to Chief Officer Terms and	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage On Track- little or no slippage Medium Progressactual/ projected slippage of 1-2	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A Rovernance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings)
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5 OC.D3.0 OC.D3.1	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 May-22 Mar-22	Jun-22 Sep-22 Dec-22 Oct-22 Jun-22 Ongoing Jul-22	Medium Risk N/A N/A N/A N/A N/A N/A Low Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	N/A On Track- little or no slippage Not due to start	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start linked to establishing Not due to start - linked to establishing	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage Medium Progressactual/ projected slippage of 1-2 months	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members.
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance	Mar-22 Jul-22 Autumn 22 Sep-22 May-22 Mar-22	Jun-22 Sep-22 Dec-22 Oct-22 Ongoing	Medium Risk N/A N/A N/A N/A N/A N/A Low Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A Risk relates to insufficient forward planning leading to missed opportunities N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start sin in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage On Track- little or no slippage Medium Progress-actual/ projected slippage of 1-2	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance Deing considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members.
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D2.5 OC.D3.0 OC.D3.1	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 May-22 Mar-22	Jun-22 Sep-22 Dec-22 Oct-22 Jun-22 Ongoing Jul-22	Medium Risk N/A N/A N/A N/A N/A N/A Low Risk N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start discussions (within and outside meetings) Action not yet commenced. Approach to be agreed in July ahead of commencement of Chief Executive Recruitment. Change Control: action is in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications being delivered, Communications & Corporate Affairs	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage Medium Progressactual/ projected slippage of 1-2 months	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. If Council approves key decision making thresholds in July, training wil then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) Annual Refresher of Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members.
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.0 OC.D3.1 OC.D3.2	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and Joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 May-22 Mar-22 Dec-22	Jun-22 Sep-22 Dec-22 Jun-22 Ongoing Jul-22 Dec-22	Medium Risk N/A N/A N/A N/A N/A Low Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A On Track- little or no slippage Not due to start Not due to start Not due to start Not Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage On Track- little or no slippage of 1-2 months	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications being delivered,	On Track- little or no slippage On Track- little or no slippage On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage N/A On Track- little or no slippage Not due to start Not due to start Not due to start	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making process forms part or the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members.
Member Learning and Development Internal Communications	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.0 OC.D3.1 OC.D3.2	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Sep-22 May-22 Mar-22 Dec-22 Feb-22	Jun-22 Sep-22 Dec-22 Jun-22 Ongoing Jul-22 Dec-22	Medium Risk N/A N/A N/A N/A N/A Low Risk N/A N/A	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start and conditions (within and outside meetings) Action not yet commenced. Approach to be agreed in July ahead of commencement of Chief Executive Recruitment. Change Control: action is in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications being ofporate Affairs Manager regualry meeting with Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement results broken down to directorate level	On Track- little or no slippage Complete Complete On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage On Track- little or no slippage of 1-2 months	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. Sovernance Review Approvals are now being implemented
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.3 OC.D3.0 OC.D3.1 OC.D3.2 OC.D4.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22 Feb-22	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Ongoing Dec-22	Medium Risk N/A N/A N/A N/A N/A Low Risk Low Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	N/A On Track- little or no slippage Not due to start Not due to start Not Track- little or no slippage On Track- little or no slippage	Year. ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start commenced. Approach to be agreed in July ahead of commencement of Chief Executive Recruitment. Change Control: action is in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications & Corporate Affairs Manager regualry meeting with Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement	On Track- little or no slippage Complete Complete On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start Not due to start Not due to start Not due to start	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) as above Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Meeting. Change control: Revise date to November N/A In place and no issues. Regular review decings of the program
Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.3 OC.D3.0 OC.D3.1 OC.D3.2 OC.D4.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications	Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22 Feb-22	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Ongoing Dec-22	Medium Risk N/A N/A N/A N/A Low Risk Anya Low Risk Anya	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications & Corporate Affairs Manager regualmy meeting kith Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement results broken down to directorate level basis and respective DMT's briefed on	On Track- little or no slippage Complete Complete On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage On Track- little or no slippage of 1-2 months	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) as above Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members. Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work
Member Learning and Development Member Learning and Development	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.1 OC.D3.2 OC.D4.0 OC.E1.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications	Director- Law & Governance Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22 Feb-22	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Ongoing Aug-22	Medium Risk N/A N/A N/A N/A Low Risk Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A N/A On Track- little or no slippage Not due to start Not due to start Not due to start On Track- little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications & Corporate Affairs Manager regualmy meeting kith Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement results broken down to directorate level basis and respective DMT's briefed on	On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Not due to start On Track-little or no slippage Not due to start Not due to start On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Con Track-little or no slippage On Track-little or no slippage Con Track-little or no slippage Complete	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making thresholds in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC. B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review Picked up through Leadership Team discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members. Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work NC 19/7/22 - Request sent to all directorates to identify the actions being love engage and actions to EES. Search consultancy support engaged.
Member Learning and Development Communications Internal Communications Employee Engagement Chief Executive Recruitment	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.1 OC.D3.2 OC.D4.0 OC.E1.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications Actions to respond to employee survey outcomes to be identified and embedded in improvement plan Recruitment of Chief Executive	Director- Law & Governance Director- Law & Governance	Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22 Feb-22	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Ongoing Aug-22	Medium Risk N/A N/A N/A N/A Low Risk Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A On Track-little or no slippage Not due to start Not due to start Not due to start Not due to start On Track-little or no slippage Complete On Track-little or no slippage	Year. N/A ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start leinked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture	On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Not due to start On Track-little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. Governance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Development readiness for Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance being considered by Council at its Dec Meeting. Change control: Revise date to November N/A In place and no issues. Regular review discussions (within and outside meetings) Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members. Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work NC 19/7/22 - Request sent to all directorage tin place to response and actions to EES. Search consultancy support engaged. Ceiref Officer Terms and Conditions committee Scheduled to meet 28 July to approve process. Creative
Member Learning and Development Chief Executive Chief Executive Chief Executive Chief Executive	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.1 OC.D3.2 OC.D4.0 OC.E1.0 OC.F2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications Actions to respond to employee survey outcomes to be identified and embedded in improvement plan Recruitment of Chief Executive	Director- Law & Governance Covernance Director- Business Strategy and Change Commissioner	Leader of the Council Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22 Jul-22 Jul-22 Sep-22 Mar-22 Jun-22 Mar-22 Head of HR	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Dec-22 Dec-22 Aug-22 Aug-22 Aug-22 Aug-22 Aug-22 Aug-22	Medium Risk N/A N/A N/A N/A Low Risk Low Risk Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Slippage N/A On Track-little or no slippage Not due to start Not due to start Not due to start Not due to start On Track-little or no slippage Complete On Track-little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start of infectivities meetings) Action not yet commenced. Approach to be agreed in July ahead of commencement of Chief Executive Recruitment. Change Control: action is in relation to Chief Officer Terms and Conditions Committee Members Not due to start - linked to establishing desired organisational culture NC 1/7/22 - Regular internal communications being delivered, Communications & Corporate Affairs Manager regualrly meeting with Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement results broken down to directorate level basis and respective DMT's briefed on the figures Search proposals and recruitment	On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Not due to start On Track-little or no slippage Con Track-little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A N/A Sovernance Review Approvals are now being implemented If Council approves key decision making thresholds in July, training will then follow for Executive around effective decision-making (by September). Role of scrutiny in the decision making process forms part of the scrutiny review that is underway and will be concluded in October Discussing with LGA possible support around corporate governance training. Progress incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) Annual Refresher of Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance Training planned in November in readiness for Code of Corporate Governance Training planned in November in Revise date to November N/A In place and no issues. Regular review Meeting. Change control: Revise date to November N/A In place and no issues. Regular review establishing desired organisational culture. May be sooner as a result of Member-Officer Terms and Conditions Committee Members. Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer Terms and Conditions Committee Members.
Member Learning and Development Communications Internal Communications Employee Engagement Chief Executive Recruitment	OC.D2.1 OC.D2.2 OC.D2.3 OC.D2.4 OC.D3.1 OC.D3.2 OC.D4.0 OC.E1.0 OC.F2.0	Design and deliver Corporate Governance Training for Members Scope of Corporate Governance Training for Members approved Effective decision-making training Procurement of delivery partner (for Corporate Governance Training) Delivery of Corporate Governance Training Annual Refresher and inclusion in new Member induction Continue forward plan for all Member briefings based on themes of work / areas for development Forward Plan for All Member Briefings in place for new Municipal Year Leadership Team Review of All Member Briefings to ensure they are meeting needs Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered Deliver the communications strategy to assist with more effective internal communications Actions to respond to employee survey outcomes to be identified and embedded in improvement plan Recruitment of Chief Executive	Director- Law & Governance Covernance Director- Business Strategy and Change Commissioner	Leader of the Council Leader of the Council	Director- Finance Director- Finance Director- Finance Director- Finance Head of	Mar-22	Jun-22 Sep-22 Dec-22 Ongoing Jul-22 Dec-22 Dec-22 Aug-22 Aug-22 Aug-22 Aug-22 Aug-22 Aug-22	Medium Risk N/A N/A N/A N/A Low Risk Low Risk Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge. N/A N/A N/A N/A N/A N/A N/A N/	Not due to start Not Track-little or no slippage Not due to start Not due to start Not due to start On Track-little or no slippage Complete On Track-little or no slippage	ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements. Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making Not due to start Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not due to start - linked to establishing desired organisational culture Not 1/7/22 - Regular internal communications being delivered, Communications & Corporate Affairs Manager regualry meeting with Leadership Team to agree key messages NC 1/7/22 - All Employee Engagement results bard respective DMT's briefed on the figures Search proposals and recruitment schedule draft underway	On Track-little or no slippage On Track-little or no slippage On Track-little or no slippage Not due to start On Track-little or no slippage Con Track-little or no slippage On Track-little or no slippage	Member attendance has been good to date. Positive experience for Members and Officers. We will continue to consider feedback and look at improvements and feed this into the review of the MDP. N/A

		Theme 2- Corporate Oversight							Doc type Project Start date Owner	Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team		IMPROV PL <i>A</i>	AN	aly Update
		Static data		Owner	s	Update		Dates		Main Action Risk	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status ratir
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads		Start date	Due date	Main Action Risk	Implementation date	Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (Initial and Date) (2022)
ERP	CO.A1.0	Implement Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Dec-21	Apr-23	Medium Risk	depends on Support Implementor contract and mobilisation. Likely to be at least 12 month implementation from mobilisation of new SI contract.	N/A	N/A	N/E	Change Control - change implementation date to A 2023
ERP	CO.A1.1	Cabinet approval for action plan to continue implementation of Oracle Fusion	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete		Complete	
ERP	CO.A1.2	Terminate implementation partner contract with InoApps	Director- Finance	Deputy Leader	Director- Law Director- Business Strategy & Change			Complete	N/A	N/A	Complete		Complete	
ERP	CO.A1.3	Implement robust project management arrangements	Director- Finance	Deputy Leader	Director- Law Director- Business Strategy & Change			Complete	N/A	N/A	Complete		Complete	
ERP	CO.A1.4	Review operational team to ensure there are appropriate resources in place during implementation phase	Director- Finance	Deputy Leader	Director- Law Director- Business Strategy & Change			Complete	N/A	N/A	Complete		Complete	
ERP	CO.A1.5	Project management training for all of project team	Director- Finance	Denuty Leader	Director- Law Director- Business Strategy & Change			Jul-22	N/A	N/A		Initial cohort trained in	On Track- little or no	Further training to be an
ERP	CO.AI.5	including Project Sponsors	Director- Finance	Deputy Leader	Director- Law Director- Business Strategy &			Jui-22	N/A			project management. (DS 30/06/22) Tender currently being	slippage Medium Progress-	if required. Evaluation period extendation weeks due to need to
	CO.A1.6		Director- Finance	Deputy Leader	Change Director- Law Director- Business Strategy &			Jul-22	N/A	N/A	Slippage On Track - little or no.	evaluated. Due to be awarded in July. SH Tender currently being	actual/ projected slippage of 1-2 months Medium Progress-	financial evaluation - clarifications needed fro bidders. SH 28/07/2022
ERP Improvement Planning,	CO.A1.7		Director- Finance	Deputy Leader Leader of the	Change		Jul-22	Apr-23	N/A	N/A IP approved by Council in June. Remaining risks	Islinnage	evaluated. Due to be awarded in July. SH	actual/ projected slippage of 1-2 months	As above.
Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	Leadership Team	Council		Strategic	Mar-22	Jun-22	Low Risk	relate to effective progress monitoring of the IP and submissions to SoS.	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	CO.B1.1	Council approval of Improvement Plan	Leadership team	Leader of the Council		Lead: Service Improve ment Chief Of		Jun-22	N/A	N/A	Complete		Complete	
Improvement Planning, Monitoring and Learning	CO.B1.2	Commissioners Report prepared	Commissioners	Leader of the Council		Staff- Commiss oner Team	i	by 22 June 2022	N/A	N/A	Complete		Complete	
Improvement Planning, Monitoring and Learning	CO.B1.3	Commissioners Report to Secretary of State	Commissioners	Leader of the Council		Chief Of Staff- Commiss oner	i	by 22 June 2022	N/A	N/A	Complete	RJ 05.07.22: Complete and submitted. Awaiting formal response from DLHUC. Next submission to SoS due in	Complete	
Improvement Planning,	CO.B2.0	Single Improvement Plan Phase 2	Leadership team	Leader of the		Team	Jun-22	Jan-23	Low Risk	Risk relates to timely development and	N/A	December 2022 N/A	16/36	N/A
Monitoring and Learning Improvement Planning,	CO P2 4	Council approval of Improvement Plan Phase 2	Loodorehin toom	Council Leader of the		Strategic Lead:			N/A	approval, and learning lessons from Phase 1 plan	Net due to etc et			
Monitoring and Learning	CO.B2.1		Leadership team Director-	Council		Service Improve ment			N/A	Risk relates to timely			Not the to start	
Monitoring and Learning	CO.B3.0		Business Strategy & Change Director-	Leader of the Council						development and approval linked to organisational culture theme		N/A	N/ C	N/A
Improvement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement Plan	Business Strategy & Change	Leader of the Council			Autumn 2022	Spring 2023	N/A	N/A Risks relate to capacity to			Not due to start	
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Director- Business Strategy & Change	Deputy Leader			Sep-22	Ongoing	High Risk	embed PMF. Council	N/A	N/A	Ny G.	N/A
Performance Management	CO.C1.1	Council approval of PMF	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improve		Complete	N/A	N/A	Complete	Complete	Complete	Complete
Performance Management	CO.C1.2	Q1 performance report	Director- Business Strategy & Change	Deputy Leader		ment Strategic Lead: Service Improve		Aug-22	N/A	N/A	On Track- little or no slippage	RJ 05.07.22: Preparations underway and on track for Q1 report to be made to	On Track- little or no slippage	RJ 18.07.22: Preparatio underway and on track report to be made to Ca
Performance Management	CO.C2.0		Director- Finance	Deputy Leader		ment		Ongoing	Low Risk	On track	N/A	Cabinet in September. N/A	N/A	September.
Performance Management			Director- Finance	Deputy Leader				Complete	N/A		Complete On Track- little or no	Complete	Complete On Track- little or no	Complete
Performance Management Performance Management Organisational			Director- Finance Director- Finance	Deputy Leader Deputy Leader				Aug-22 Ongoing	N/A N/A	N/A N/A	On Track-little or no	Not yet due On track	slippage On Track- little or no slippage	On track On track
Structure	CO.D1.0	Restructuring	Leadership Team	Deputy Leader			Dec-20	Dec-22		Not yet rated	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	Director- Business Strategy & Change	Deputy Leader		Head of HR			N/A	N/A	On Track- little or no slippage	This work is progressing, however requires designated ownership and oversight Requested decision that Director of Business Strategy and Change pick up owning this action and also embedding the organisational design principles put forward at Leadership Team by the Head of HR	On Track- little or no slippage	As per June update. Dec req'd by Lshp Team 04/ regarding ownership of action and to provide ris score.
Organisational Structure and Enabling Corporate Core	CO.D.2.0	Embedding Finance Business Partner role	Director- Finance	Deputy Leader			Jan-22	Aug-22	Low Risk	On track	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D2.1	Restructure of financial services section to provide a greater focus on business partnering completed	Director- Finance	Deputy Leader				Jun-22	N/A	N/A		Restructure approved and implemented.	Complete	Complete
Organisational Structure and Enabling Corporate Core Organisational	CO.D2.2	Expectations on financial services section established	Director- Finance	Deputy Leader		Finance		Jun-22	N/A	N/A	On Track-little or no	Budget Holder roles completed and launched and Service Manager Briefing	d Complete	Complete
Structure	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Improve ment Manager		Sep-22	N/A	N/A	slippage	Will follow Restructure implementation	On Track- little or no slippage	On track
and Enabling Corporate Core Organisational Structure	CO.D2.4		Director- Finance	Deputy Leader	Finance Improvement Manager	Improve ment Manager		Aug-22	N/A	N/A On track. External support	slippage	On track	On Track- little or no slippage	On track
and Enabling Corporate Core Organisational Structure	CO.D3.0		Director- Finance Director- Finance	Deputy Leader Deputy Leader			Jan-22	Mar-23 Complete	Low Risk	procured	N/A Complete	N/A	IV/A Complete	N/A Complete
and Enabling Corporate Core Organisational Structure	CO.D3.1		Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected	The CIPFA review is underway. Will not be	Complete	CIPFA initial review combut recommendations a
Corporate Core Organisational	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected	complete by end of June Slippage as Revenues and Benefits SM has been focusing on Energy Rebate and Household Support Fund	Medium Progress- d actual/ projected	from that will need furth work. As June update
Corporate Core Organisational	CO 55	Programmo of and to and are are and are and are and are are and are and are and are are and are and are are are and are are are and are are are are and are	Director 5	Denut			Maria	Marga			months	schemes due to governmen policies. Change to October 2022. Business Analyst recruitmen underway. Lean Review		
and Enabling Corporate Core Organisational Structure	CO.D3.4	Programme of end to end process reviews Resolve issues relating to the completion and sign off of final accounts.	Director- Finance Director- Finance	Deputy Leader Deputy Leader			May-22		N/A Medium	N/A	slippage	support and training procured.	slippage	As June update
and Enabling Corporate Core Organisational Structure	CO.D.4.1		Director- Finance	Deputy Leader				Complete	Risk N/A		Complete	Complete	Complete	Complete
Corporate Core Organisational Structure and Enabling	CO.D4.2	New suite of working papers to support the 2021/22 year end process agreed	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete
and Enabling Corporate Core	CO.D.4.2	Additional resources in place for 2021/22 year end process	Director- Finance	Deputy Leader				Complete	N/A	N/A	Complete	Complete	Complete	Complete
Organisational	CO.D4.3	Training for key members of the Finance Team complete	Director- Finance	Deputy Leader				Complete	N/A		Complete	Complete	Complete	Complete
Programme and Project Management	CO.E1.0	Programme and Project Management	Director- Business Strategy & Change	Deputy Leader			Dec-21	Late 2022	Medium Risk	Failure to embed consistent approach which provides appropriate oversight of all key projects and consistent approach to their management	N/A	N/A	N/E	N/A
Management Programme and Project	CO.E1.1	Agree a Corporate approach to Project Management, including require	Change Director-	Deputy Leader Deputy Leader				Complete May-22	N/A N/A		Complete	Complete Complete	Complete	Complete Complete
Management Programme and Project	CO.E1.2	Corporate Transformation PMO established	Business Strategy & Change Director- Business Strategy & Change	Deputy Leader Deputy Leader				May-22 Late 2022	N/A N/A	N/A N/A	Complete	Complete	On Track- little or no slippage	NC - 19/7/2022 Interim A Transformation appoints realignment of BSC direct agreed enabling the
Programme and Project	CO 54 5		Director-	Denut				Late 2000	A. C.				On Track- little or no	establishment of a corportransformation function NC 19/7/22 - Demonstratations and n
Management	CO.E1.4		Business Strategy & Change	Deputy Leader				Late 2022	N/A	N/A			slippage	testing of potential solu has commenced

		Theme 3 -Strategic Direction							Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team			VEMEI LAN	NT 🍦
		Static data		Owners			Dates		Main Action Risk	Progress agains plan	t Evidence of status rating	Progress against plan	July Update Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads Update Owner (i different	Start date	Due date	Main Action Risk	Description Clear progress on key	Status (June 2022)	Update (June 2022)	I STATUS HIIIV ZUZZI	Update (Initial and Date) (Jul 2022)
Strategy development and refresh Strategy development	SD.A1.0 SD.A1.1	Regen Pipeline Development and Delivery Cabinet Approval of Regen Strategy and Pipeline 2022-27	Director- Regeneration & Growth Director- Regeneration &	Cabinet Member for Regeneration and Growth Cabinet Member for		Autumn 2021	Apr-27 Complete	Low Risk	Clear progress on key Pipeline projects; governance arrangements being finalised. N/A		N/A	N/A Complete	N/A
and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Growth Director- Regeneration &	Regeneration and Growth			Ongoing	N/A	N/A	On Track- little	TMG 27.06.22: On track: First Update will cover April - September 2022		
Strategy development and refresh			Growth	Cabinet Member for Regeneration and Growth						or no suppage	and be available during November 222 RJ 28.06.22:	Silphage	First Update will cover April - September 2022 and be avail during November 2022
	SD.A1.3	Internal infrastructure established for delivery:	Director- Regeneration & Growth			Mar-22	Mar-23	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	Updates within SDA1.3a-d. Amber overall rating reflects slippage in programme managament	Medium Progress- actual/projected slippage of 1-2	Amber status: Software procurement not yet taken pl and interviews / recruitment t
Strategy development and refresh			Director-	Cabinet Member for Regeneration and Growth						months	software procurement (SD.A1.3b) Project and Programme		key Project Manager position only just taken place but not post yet.
Strategy development and refresh	SD.A1.3a	o Programme and Project Management Structures in place	Regeneration & Growth	Cabinet Member for Regeneration and Growth				N/A	N/A	On Track- little or no slippage Medium	Management Boards Terms of Reference agreed and all established.	Siippage	Project and Programme Management Boards Terms o Reference agreed and all established. This procurement has been
Strategy development and refresh	SD.A1.3b	o Programme Management Software Procurement	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth				N/A	N/A	Progress- actual/ projected slippage of 1-2 months	TMG 27.06.22: Delay due to Corporate Directorate needs	actual/ projected slippage of 1-2	delayed due to Corporate issuabout software but now proceeding and preperation f procurement process now in train
Strategy development and refresh	SD.A1.3c	o Project Management Software procurement	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth				N/A	N/A	On Track- little or no slippage	TMG 27.06.22: MS Project is in place and used now.	On Track- little or no slippage	MS Project is the preferred project management software key projects and is in use. Thi action should be closed now. Collating information to publ
Strategy development and refresh	SD.A1.3d	o Microsite creation for information around priority projects for stakeholders	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth				N/A	N/A	On Track- little or no slippage		On Track- little or no slippage	on Microsite and working wit company to format and organ info and graphics. Aim is to go live in September 2022
Strategy development and refresh	SD.A2.0	Corporate Asset Management Strategy Development	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Service Manage Strategi Asset & Land	r- Autumn	Sep-22	Medium Risk	If timescales are not met, there will be a period during which the Council will not have a fit-for-purpose asset database	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A2.1	Work Place Vision	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Service Manager- Strategic Asset & Land			N/A	N/A	N/A	N/A	N/A	N/A
Strategy development	SD.A2.2	Confirmation of funding for remaining Workplace Vision components	Director- Regeneration & Growth	Cabinet Member for	Service Manager- Strategic Asset & Land		Autumn 22 linked to MTFP	N/A	N/A	On Track- little or no slippage	Not yet formally approved.	actual/projected slippage of 1-2	Funding has not been approved for further phase of WPV. Therefore, nothing is being tale forward at this stage until Problem / CEO / Leader decide if
and refresh Strategy development and refresh	SD.A2.3	Transforming Local Services	Director- Regeneration & Growth	Regeneration and Growth Cabinet Member for Regeneration and Growth	Service Manager- Strategic Asset &			N/A	N/A	N/A		N/A	next phase is happening.
	SD.A2.4	Cabinet Workshop to provide steer	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Land Service Manager- Strategic Asset & Land	Mar-22	Complete	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development	SD.A2.5	Options for hub locations identified	Director- Regeneration & Growth	Cabinet Member for	Service Manager- Strategic Asset & Land	Jun-22	Sep-22	N/A	N/A	On Track- little or no slippage	Local Hubs Workshop led by Director of Housing arranged with Cabinet in July	slippage of 1-2	Community hub services have been broadly scoped, but locations not yet identified.
and refresh Strategy development	SD.A2.6	Asset Review	Director- Regeneration & Growth	Regeneration and Growth Cabinet Member for	Service Manager- Strategic Asset &			N/A	N/A	N/A	2022	N/A	
and refresh Strategy development and refresh	SD.A2.7	Procurement of asset database	Director- Regeneration & Growth	Regeneration and Growth Cabinet Member for Regeneration and Growth	Land Service Manager- Strategic Asset & Land		Complete	N/A	N/A	Complete	Complete	Complete	Complete
	SD.A2.8	Implementation of new Asset Database	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Service Manager- Strategic Asset & Land	May -22	Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	but the programme is tight and the risk of slippage is	actual/ projected	On track for December but the programme is tight and the ris of slippage is significant.
	SD.A2.9	Surplus Assets & commercial estate	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Service Manager- Strategic Asset & Land			N/A	N/A	months N/A	significant	N/A	
											there have been delays in obtaining		
											confirmation from service areas that none of the assets on the Surplus Assets list have		
	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director- Regeneration & Growth		Service Manager- Strategic Asset & Land		Jul-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	potential to support service delivery. Given that many assets on the list were declared surplus many years	actual/ projected slippage of 1-2 months	This report has been delayed of to challenges of finalising list of surplus corporate assets. This now scheduled for Cabinet in September as part of the AMS
										months	ago, it is important to check that they are all still surplus. This exercise is taking time, but it		
Strategy development and refresh				Cabinet Member for Regeneration and Growth							is still intended to obtain Cabinet approval in the autumn to commence the detailed review.		
	SD.A2.11	Corporate Asset Management Strategy Approved	Director- Regeneration & Growth		Service Manager Strategic Asset &		Sep-22	N/A	N/A	On Track- little		On Track- little or no slippage	Draft strategy discussed at Leadership Team on two occasions for Director input. Strategy document being furth
•	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Director - Business Strategy and	Cabinet Member for Regeneration and Growth Leader of the Council	Land	Autumn 2021	Ongoing	Low Risk		N/A	Strategy is being drafted for Cabinet in September.	N/A	updated and informal session this planned with Cabinet in September 2022 need a general update whils milestones are being prepare
refresh Strategy development and refresh	SD.A3.1	Corporate Communications Strategy approved	Change Director - Business Strategy and Change	Leader of the Council		2021	Complete	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development and refresh Strategy	SD.A3.2	Communications Team restructure concluded to focus resources on key workstreams of Communications Strategy	Director - Business Strategy and Change	Leader of the Council	Interim Procurer	n	May -22	N/A	N/A	Complete	Complete	Complete	Complete
development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader	ent Strategy Manager	Autumn 2021	Jul-22	Low Risk		N/A	Review completed but may be	N/A	
Strategy development	SD.A4.1	Procurement & Contract Procedure Rules approved	Director- Finance	Deputy Leader	Interim Procuren nt Strateg	SY	May -22	N/A	N/A	On Track- little or no slippage	slippage in Council approval to September following Governance	Complete	Completed - approved at July Council
and refresh	SD.A4.2	Training developed	Director- Finance	Deputy Leader	Manager Interim Procuren	Aug-22	Oct-22	N/A	N/A	Medium Progress- actual/ projected	not approved by	On Track- little or no slippage	Now that Council has approve
Strategy development and refresh			5 5.	Deputy Leader	nt Strateg Manager Interim		Dec-22	21/2	21/2	slippage of 1-2 months Medium Progress- actual/	30/06 May be slippage if revised Contract	On Track- little or no	the CPR's training can now be prepared/planned
Strategy development and refresh	SD.A4.3	Training delivered	Director- Finance	Deputy Leader	Procuren nt Strateg Manager	SY	Dec-22	N/A	N/A Strategy has been drafted but	projected slippage of 1-2 months	not approved by	slippage	As above
Strategy	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader		Autumn 2021	Jul-22	Medium Risk	limited opportunities for business streams have emerged. Training to be undertaken as next step to give relevant officers the appropriate skills and	N/A	N/A	N/A	Change control - change targ date to October 2022
development and refresh									knowledge to review opportunities again		Commercial Strategy drafted		
	SD.A5.1	Commercial Strategy Approved	Director- Finance	Deputy Leader			Jul-22	N/A	N/A	Medium Progress- actual/ projected	but given limited opportunities arising from work so far, C Co are delivering training and then will revisit	Medium Progress- actual/projected	C Co have delivered training ar progressing with business cas development. Strategy is in dra but will be reviewed following
Strategy development										slippage of 1-2 months	draft Strategy and action plan so likely to be a further iteration before approval SH	months	above and approved by LT. RJ 04/08/22: 4 Potential workstreams are in the draft strategy. LATC (Leisure provision will be added as a strand to th
and refresh Strategy development	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	Deputy Leader			Jun-22	N/A	N/A	Medium Progress- actual/ projected	One business stream developed. Others to be revisited after	Medium Progress- actual/ projected slippage of 1-2	commercial strategy. C Co are now developing business cases following the
and refresh	SD.A6.0	HRA 30 year Business Plan	Director- Housing	Cabinet Member for Housing	Assistant Directors -	Autumn 2021	Apr-23	Low Risk	Plan is necessary for long term planning but delivery of asset improvements still	slippage of 1-2 months	training.	months N/A	workshops and training.
development and refresh Strategy development and refresh	SD.A6.1	Review of compliance and stock data	Director- Housing	Cabinet Member for Housing	AD, Asset Management and Improvement		May -22	N/A	continues without the plan	On Track- little	Review completed but has shown that stock condition	Medium Progress- actual/ projected	is a need to procure 7,000 surveys
	SD.A6.2	HRA Business Plan developed	Director- Housing	Cabinet Member for	and improvement	May -22	Mar-23	N/A	N/A		surveys are required. These will now be procured. Workshop held with Savills June 2022 to provide content for	months	improve data quality. Decision to procure is scheduled in the Forwa Plan for 28/9/22 Financial modelling has been
Strategy development and refresh Strategy development and refresh		HRA Business Plan approved (in line with budget approval 2023-24)	Director- Housing	Housing Cabinet Member for Housing	ADs	Way -22	Apr-23	N/A		or no slippage On Track- little or no slippage	business plan and check assumptions in the draft plan	siippage	produced but needs further work to build in rent and service charges increases for 2023/24 and beyond Work with Savills is on track
Strategy	SD.A7.0	Refresh the Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education		Autumn 2021	Mar-22	Low Risk	The strategy has been refreshed ahead of the launch in March 2022.	N/A	N/A The strategy was launched on 17	N/A	N/A
Strategy development and refresh	SD.A7.1	Launch of Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education			Complete	N/A	The Corporate Parenting	Complete	March 2022 attended by 180 organisations and agencies.	Complete	
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy		Cabinet Member for Children and Education		Jan-22	Sep-22	Medium Risk	Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A8.1	Re-focusing of strategic priorities	Director- Children & Education	Cabinet Member for Children and Education			Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	The Corporate Parenting Board will confirm the strategic priorities ahead of the	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Strategy development			Director- Children	Cabinet Member for						slippage of 1-2 months Medium Progress- actual/	September Board meeting. The Corporate	Medium Progress-	
Strategy development and refresh	SD.A8.2	Corporate Parenting Strategy approved		Cabinet Member for Children and Education			22-Sep	N/A	If the Council does not	projected slippage of 1-2 months	Parenting Strategy will be approved by Board Members in September 2022.	slippage of 1-2	As June update
Equality and Diversity Equality and Diversity		Equality and Diversity Continue to embed Equality, Diversity and Inclusion (EDI) staff networks	Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council		Autumn 2021 Ongoing	Ongoing Ongoing	Medium Risk	comply with the Eqaulity Act 2010 there is a risk of reputational damage. N/A	N/A	arising	N/A On Track- little or no slippage	N/A Ongoing. No issues arising
Equality and Diversity Equality and Diversity		Establish Women's network and Faith & Belief staff network Continue to deliver on Equalities Commission Board priorities	Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council		Jun-22 Ongoing	Dec-22 Ongoing	N/A N/A	N/A N/A	On Track- little or no slippage	Progressing the establishment of the two new networks Ongoing. No issues	On Track- little or no slippage On Track- little or no	Progressing the establishment the two new networks Ongoing. No issues arising.
											Equalities Policy has been reviewed. Draft being prepared for new		
Equality and Diversity	SD.B1.4	Equality Policy reviewed		Leader of the Council		May-22	Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Equalities Policy. Due to be considered by Executive and Equalities	slippage of 1-2 months	Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy. Due
			Director- Law & Governance							Honths	Commission ahead of consideration by Council in October. Change Control: change delivery date.		be considered by Executive an Equalities Commission ahead consideration by Council in October. Change Control: chardelivery date from June to October.
Equality and Diversity	SD.B1.5	Equality Policy approved	Director- Law &	Leader of the Council		Jul-22	Jul-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	d As above	Significant issues / actual/projected slippage- more than 2 months	as above. Due to be presented Council in October. Change Control: change delivery date
Equality and Diversity Equality and Diversity		EDI Workforce action plan review Approval of EDI Workforce plan	Governance Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council		Jun-22 Mar-23	Dec-22 Mar-23	N/A N/A	N/A N/A	On Track- little or no slippage	Work has commenced and is ongoing.	On Track- little or no slippage	from June to October. Work is ongoing. Wor due to Start (annual)
Equality and Diversity Equality and Diversity	SD.B1.8	Review approach to Equality Impact Assessments Review of Council EDI decision making process	Director- Law & Governance Director- Law & Governance	Leader of the Council Leader of the Council		Summer 2022 Summer 2022	Autumn 2022 Autumn 2022	N/A N/A	N/A N/A	On Track- little or no slippage	Initial consideration has commenced.	On Track- little or no slippage	Initial consideration has commenced. Not sue to stept
Equality and Diversity Equality and Diversity		Equality, Diversity and Inclusion Strategy approved Embed equalities, diversity and inclusion within Member and Officer Development	Director- Law & Governance	Leader of the Council		Autumn 2022 Early	Autumn 2022 Early 2023	N/A N/A	N/A N/A	On Track- little	Work is underway and is on track.	On Track- little or no slippage On Track- little or no	Work is underway and is on track. Looking at initial training with Members in Autumn and with
Locality Working Locality	SD.B1.11 SD.C1.0 SD.C1.1	Programmes Developing a model for locality working	Director- Law & Governance Director- Housing Director- Housing	Leader of the Council Cabinet Member for Housing Cabinet Member for Housing	Director – Business Strategy and Change Director – Business Strategy and Change	2023 Mar-22 Complete	TBC e Complete	Medium Risk	N/A N/A	N/A Complete	Complete	slippage N/A Complete	Officers. Further training will follow in the new year. Complete
Working		nubs model		Cabinet Member for Housing	accey and Change	اکات ام.				picle	Recruitment Unsuccessful.		- Prett
Locality Working	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	Summer 2022	Summer 2022	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	KBD is picking up a conversation with the leader about whether the pilot is shelved and the	Significant issues / actual/projected slippage- more than 2 months	This proposal is on hold.
											potential for town co-ordinator is incorporated into the wider proposal for Community Hubs		,,,,,,,,
Locality Working MTFP & Capital	SD.C1.3 SD.C1.4 SD.D1.0	Customer Access Strategy Development Commences Business Cases for hub locations progressed, as appropriate Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy	Director- Housing Director- Housing Director- Finance	Cabinet Member for Housing Cabinet Member for Housing Deputy Leader	Director – Business	Sep-22 Sep-22 Jan-22	Sep-22 Spring 2023 Autumn 2022	N/A N/A Low Risk	N/A N/A On track for September Cabinet	N/A		N/A	Not due to stert Not due to stert N/A
MTFP & Capital MTFP & Capital	SD.D1.1	Review concluded	Director- Finance	Deputy Leader Deputy Leader			Jul-22	N/A	Cabinet N/A	On Track- little or no slippage On Track- little	Change to September per headline action On track for	On Track- little or no slippage On Track- little or no	N/A On track for September Cabine
Consultation and Engagement	SD.D1.2 SD.E1.0	Approval of MTFP and Capital Strategy Public Consultation to be carried out as part of budget process for 2023/24	Director- Finance	Deputy Leader Deputy Leader	Director Business Strategy and Change Director Business	Jan-22	Autumn 2022 Autumn 2022	N/A Low Risk	N/A On track	or no slippage	September Cabinet SH 30/06	slippage N/A	As above.
Consultation and	SD.E1.1 SD.E1.2	Procurement concluded to provide capacity for a regular Resident's Survey Public Consultation undertaken	Director- Finance Director- Finance	Deputy Leader	Strategy and Change Director Business	Autumn 2022	May -22 Autumn 2022	N/A N/A	N/A N/A	On Track- little or no slippage On Track- little or no slippage	RJ 06.07.22 Survey	Complete On Track- little or no slippage	complete Budget consulation launched
Consultation and Engagement	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	Deputy Leader Deputy Leader	Strategy and Change Director Business Strategy and Change		Autumn 2022	N/A	N/A	On Track- little or no slippage	RJ 06.07.22 Survey	On Track- little or no slippage	Feedback from survey due 16/09/2022
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Director - Business Strategy and Change	Leader of the Council		Autumn 2022	May-23	Medium Risk	Unable to secure representative sample of residents to respond to consultations and survey	N/A	N/A	N/A	N/A
Consultation and	SD.E2.1 SD.E2.2		Director - Business Strategy and Change Director - Business Strategy and Change			Autumn 2022 Autumn 2022	Autumn 2022 Autumn 2022	N/A N/A	N/A N/A		Not due to start		Launched in July.
Engagement Consultation and	SD.E2.2 SD.E2.3	Survey results embedded within PMF and used to inform insight into how the Council is	Strategy and Change Director - Business Strategy and Change			2022 Autumn 2022	May -23	N/A N/A	N/A N/A		Not due to start		Mot due to start

Doc type Monitoring Document
Sandwell Council
Project Improvement Plan

Start date Jul-22
Owner Leadership Team

										Jul-22 Leadership Team]			
		Static data		Owners			Da	ites	Ma	in Action Risk	Progress against plan	Evidence of status rating	Progress against plan	status rating
orkstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Risk of service delivery		Update (June 2022)	Status (July 2022)	Update (Initia and Date) (Jul 2022)
aste Contract	PC.A1.0			Cabinet Member for Environment Services			Autumn 2021	Aug-22	Medium Risk	being of a poor quality for waste collection / street cleansing. Risk that contract		N/A	N/A	N/A
aste Contract	PC.A1.1	Contract Monitoring Framework agreed	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A	N/A	Complete	01 10000 it	Complete	
ste Contract	PC.A1.2	Contract Management framework in place and embedded in PMF reporting – (in line with Q1)	Director - Borough Economy	Cabinet Member for Environment Services				Aug-22	N/A	N/A	Complete	Q1 report provided in draft aligned to key contractual	Complete	
	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		Cabinet Member for Environment Services			Autumn 2021	Jan-23	Medium Risk	Mitigated by	N/A	N/A	N/A	N/A
ste Contract	PC.A2.1	Procurement of support to review contract	_	Cabinet Member for Environment Services				May-22	N/A	appointment of interim N/A	Complete	Awaiting contract document	Complete	
aste Contract	DC 43.3	Deview of contract completed	Director - Borough	Cabinet Member for				Con 22	NI/A	N/A	On Track- little	finalisation		Friths start u meeting for contract revie
aste Contract	PC.A2.2	Review of contract completed	Economy	Environment Services				Sep-22	N/A	N/A	or no slippage		or no slippage	
aste Contract	PC.A2.3	Recommendations reviewed	Director - Borough Economy	Cabinet Member for Environment Services				Oct-22	N/A	N/A	Not due to start	へいとしとくしつのりをとしいのとうしんのり	Not due to start	
aste Contract	PC.A2.4	Recommendations adopted, as appropriate	Director - Borough Economy	Cabinet Member for Environment Services				Jan-23	N/A	N/A	Not due to start	D0000000000000000000000000000000000000	Not due to start	965735635.c
aste Contract	PC.A2.5	Delivery of recommendations – as appropriate	Director - Borough Economy	Cabinet Member for Environment Services				TBC	N/A	I N/A	Not due to start	・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・	Not due to start	3559 3559 SS 33
	PC.A3.0			Cabinet Member for Environment Services					Low Risk	Risk that Serco did not improve	N/A	N/A	N/A	N/A
aste Contract	PC.A3.1	Implementation Complete	Director - Borough Economy	Cabinet Member for Environment Services				Jun-22	N/A	N/A	Complete		Complete	
	PC.A4.0		_	Cabinet Member for Environment Services			Autumn 2021	Mar-23			N/A	N/A	N/A	N/A
aste Contract	PC.A4.1	Recovery Plan approved by Waste Management Board	Director - Borough Economy	Cabinet Member for Environment Services				Waste	N/A	N/A	On Track-little	Plan in draft &	On Track- little or no slippage	Date for
aste Contract	PC.A4.2	Recovery plan implemented	Director - Borough	Cabinet Member for				Mar-23	N/A		Not due to	July 14 meeting	Not due to	implementat n 1 Oct 2022
aste Contract		Manage the delayed Serco Fleet replacement programme in	Director - Borough	Environment Services Cabinet Member for					.4		start		start	
aste Contract	PC.A5.0		Economy	Environment Services			Autumn 2021	Mid 2023			N/A	N/A	N/A	N/A
aste Contract	PC.A5.1	Fleet replacement schedule in place	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A		Complete		Complete	Complete
aste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	N/A On track. Tender offer	On Track- little or no slippage	Plan in delivery phase with dates into 2023		Plan in delive phase with dates into 20
ND Transport	PC.B1.0	Plan in place to ensure new contract commences prior to expiry of current arrangements and appropriate records in place		Children and Education	Director – Children & Education		Jan-22	Sep-22	Low Risk	letters have been	N/A	N/A	N/A	N/A
ND Transport	PC.B1.1	Cabinet approval	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director — Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete
ND Transport	PC.B1.2	Procurement commenced	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director — Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete
ND Transport	PC.B1.3		Director- Finance		Director — Children & Education			May-22	N/A	N/A	Complete	This will be published at the beginning of the	Complete	
ND Transport	DC D1 4	Procurement published for framework	Director Finance	Education Dept Leader / Cabinet Member for	Director — Children			Jul-22	N/A	N/A	On Track- little	The current contract expires at the end of the		Contacts awarded 26th July. Further mini-
ND Transport	PC.B1.4	Expiry of current arrangements — end of 2021-22 Academic Yea	Director- Finance	Children and Education	& Education			Jui-22	N/A	N/A	or no slippage	summer term (23 July 2022)		competition be run for on lot due to
ND Transport	PC.B1.5		Director- Finance	Dept Leader / Cabinet Member for Children and	Director – Children & Education			Sep-22	N/A	N/A	On Track-little or no slippage	currently on schedule for the new contract to	On Track-little or no slippage	
		New contract in place		Education Dept Leader /								September 2022		as above
ND Transport	PC.B1.6	Contract Monitoring Arrangements in Place	Director- Finance	Cabinet Member for	Director — Children & Education			Sep-22	N/A	N/A If we don't implement	On Track- little or no slippage	board will continue to meet and the service has	On Track- little or no slippage	
ND Transport	PC.B2.0		IIIIroctor I 3W/ Y.	Cabinet Member for	Scrutiny Director – Children & Education		Autumn 2021	Sep-22	Medium Risk	scrutiny and ARAC recommendations, this undermines the Council's decision		s concluded, of	ff N/A	N/A
ND Transport	PC.B2.1	Scrutiny Recommendations embedded in plans for new arrangements	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete
ND Transport	PC.B2.2	Update to Education Scrutiny	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director — Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete
ND Transport	PC.B2.3	Recommendations related to procurement embedded in procurement process	Director- Law & Governance	Cabinet Welliber for	Scrutiny Director — Children & Education			Sep-22	N/A	N/A			On Track- little or no slippage	2022. Childred and Education Scrutiny Boar review a recommendation tracker at each meeting and an update is due in September Amber but moving towards Green. Of the operators who applied to join the Framework,
														and invited to for 13 contracts across 3 lots
ew System	PC.B2.4 PC.C1.0		Director- Law & Governance Director- Business Strategy & Change	L Caninet Wembertor	Director — Children & Education ARAC		Jun-21	Oct-22	Low Risk		N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	were successful and invited to be for 13 contracts across 3 lots. Despite being successful 4 operators hand 5 contracts backeting capacity an issue and we either re-offered or a further min competition has been undertake All contracts hanow been offere and accepted. Next Steps: to capture lessons learnt for future procurement
ew System ocurement			Director- Business Strategy & Change	Cabinet Member for Children and Education	& Education		Jun-21	Oct-22	Low Risk	Not having the appropriate resource, both financial and employees, to support the implementation of		NC 1/7/22 - initial market	Medium Progress- actual/ projected slippage of 1-2 months	and invited to for 13 contracts across 3 lots Despite being successful 4 operators hand 5 contracts backeting capacity an issue and weither re-offere or a further mir competition has been undertake All contracts hanow been offer and accepted. Next Steps: to capture lessons learnt for future procurement
ew System ocurement		Explore implementation of a corporate performance management	Governance Director- Business	Cabinet Member for Children and Education	& Education	Strategic Lead - Service Improvement		Oct-22 Sep-22	Low Risk	Not having the appropriate resource, both financial and employees, to support the implementation of	On Track- little	NC 1/7/22 - initial market testing	Medium Progress- actual/ projected slippage of 1-2 months N/A On Track- little or no slippage	and invited to for 13 contracts across 3 lots Despite being successful 4 operators hand 5 contracts backeting capacity an issue and weither re-offere or a further min competition habeen undertake All contracts hanow been offe and accepted. Next Steps: to capture lessonal learnt for future procurement
w System ocurement w System ocurement	PC.C1.0	Explore implementation of a corporate performance management system	Director- Business Strategy & Change	Cabinet Member for Children and Education Deputy Leader	& Education	Service Improvement Strategic Lead - Service			Low Risk	Not having the appropriate resource, both financial and employees, to support the implementation of	On Track- little	NC 1/7/22 - initial market testing underway and systems demonstration s arranged	Medium Progress- actual/ projected slippage of 1-2 months N/A On Track- little or no slippage	and invited to for 13 contracts across 3 lots Despite being successful 4 operators hand 5 contracts backeting capacity an issue and weither re-offere or a further mir competition has been undertake All contracts hanow been offer and accepted. Next Steps: to capture lessons learnt for future procurement NC 19/7/2022 no further
ew System curement ew System curement ew System curement	PC.C1.0	Explore implementation of a corporate performance management system Options Appraisal	Director- Business Strategy & Change Director- Business Strategy & Change Director- Business Strategy & Change	Cabinet Member for Children and Education Deputy Leader Deputy Leader	& Education	Service Improvement Strategic Lead -		Sep-22	Low Risk N/A	Not having the appropriate resource, both financial and employees, to support the implementation of	On Track- little or no slippage	NC 1/7/22 - initial market testing underway and systems demonstration s arranged	Medium Progress- actual/ projected slippage of 1-2 months N/A On Track- little or no slippage	and invited to for 13 contracts across 3 lots Despite being successful 4 operators hand 5 contracts backeting capacity an issue and weither re-offere or a further mir competition has been undertake All contracts hanow been offer and accepted. Next Steps: to capture lessons learnt for future procurement
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ew System ocurement	PC.C1.0 PC.C1.1 PC.C1.2 PC.C2.0 PC.C2.1 PC.C2.3 PC.D1.0 PC.D1.1 PC.D1.1	Explore implementation of a corporate performance management system Options Appraisal Business Case and Implementation Plan Considered Procurement of new asset management system Market Research Procurement Concluded Implementation Action plan to agree way forward and resolve matter Brief Cabinet on options Presentation of proposal by developer to Cabinet Options appraisal report to Cabinet for approval of way forward and resolve matter Implement approved way forward Responsibilities of both council and developer clarified within action plan Governance arrangements to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre Governance arrangements in place Termination of existing Contract	Director- Business Strategy & Change Director- Business Strategy & Change Director- Business Strategy & Change Director - Regeneration & Growth Director - Borough Economy Director - Borough Economy Director - Borough Economy	Cabinet Member for Children and Education Deputy Leader Deputy Leader Deputy Leader Cabinet Member for Regeneration and Growth	& Education	Service Improvement Strategic Lead - Service Improvement	Autumn 2021 Dec-21 Feb-22	Sep-22 TBC based on selected option Dec-22 Complete Dec-23 Complete Complete Complete Complete Complete Complete	Low Risk N/A N/A N/A N/A N/A N/A N/A N/	Not having the appropriate resource, both financial and employees, to support the implementation of N/A N/A Procurement is on track but timetable is tight N/A N/A N/A N/A N/A N/A N/A N/	On Track-little or no slippage Notation to start N/A Complete Complete Medium Progress-actual/ projected slippage of 1-2 months N/A Complete	NC 1/7/22 - initial market testing underway and systems demonstration s arranged N/A N/A Complete N/A Complete	Medium Progress- actual/ projected slippage of 1-2 months N/A On Track-little or no slippage Note due to start N/A Complete Complete	and invited to for 13 contracts of carcing successful 4 operators hand 5 contracts backing capable and setting capable and either re-offered or a further micompetition has been undertal All contracts how been offered and accepted Next Steps: to capture lesson learnt for future procurement. N/A N/A Complete Comp
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w System ocurement ourement ourement on farm on farm on farm on farm on farm	PC.C1.1 PC.C1.2 PC.C2.1 PC.C2.3 PC.D1.0 PC.D1.1 PC.D1.1 PC.D1.1	Explore implementation of a corporate performance management system Options Appraisal Business Case and Implementation Plan Considered Procurement of new asset management system Market Research Procurement Concluded Implementation Action plan to agree way forward and resolve matter Brief Cabinet on options Presentation of proposal by developer to Cabinet Options appraisal report to Cabinet for approval of way forward implement approved way forward Implement approved way forward Responsibilities of both council and developer clarified within action plan Governance arrangements to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre Governance arrangements in place Termination of existing Contract Step-in provider in place	Director- Business Strategy & Change Director- Business Strategy & Change Director - Business Strategy & Change Director - Regeneration & Growth Director - Borough Economy Director - Borough Economy Director - Borough Economy Director - Borough Economy	Cabinet Member for Children and Education Deputy Leader Deputy Leader Cabinet Member for Regeneration and Growth Cabinet Member for Regeneration and Growth	& Education	Service Improvement Strategic Lead - Service Improvement	Autumn 2021 Pec-21 Autumn 2021	Sep-22 TBC based on selected option Dec-22 Complete Dec-23 Complete Complete Complete Complete Complete Complete	Low Risk N/A N/A N/A N/A N/A N/A N/A N/	Not having the appropriate resource, both financial and employees, to support the implementation of N/A N/A Procurement is on track but timetable is tight N/A N/A N/A Medium Risk as the issues are subject to an external Expert Determination Process on the Lion Farm Option Agreement N/A N/A N/A N/A N/A N/A N/A N/	On Track-little or no slippage Notation to start N/A Complete Complete Medium Progress-actual/ projected slippage of 1-2 months N/A Complete	NC 1/7/22 - initial market testing underway and systems demonstration s arranged N/A N/A Complete Complete	Medium Progress- actual/ projected slippage of 1-2 months N/A On Track- little or no slippage Now due to start N/A Complete Complete	and invited to for 13 contracts across 3 lots Despite being successful 4 operators hand 5 contracts backing capacity an issue and weither re-offere or a further mire competition has been undertak All contracts hanow been offer and accepted. Next Steps: to capture lessonal learnt for future procurement and trisk of silippage is significant. N/A N/A Complete

Doc type | Monitoring Document | Sandwell Council | Improvement Plan |
Start date | Jul-22 |
Owner | Leadership Team | Leadership Team |

								Owner	Leadership Team				July Update
	Static data		Owne	ers	T	Date	s		Main Action Risk	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (Initial and Date) (July 2022)
Sandwell Children's Trust	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	Children and	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Medium Risk	This is identified as a Corporate Risk - the contract between SCT and the Council is subject to review, the Council are embarking on a mid point contract review with the Trust and the DfE - this will include revision on Key Performance indicators (KPIs) in line with approved government arrangements	N/A	N/A	N/A	N/A
Sandwell Children's Trust	Performance reporting embedded within Council PMF	Director - Children and Education	Cabinet Member for Children and Education			Jan-22	Aug 2022 and then quarterly	N/A	N/A	On Track- little or no slippage	The Trust contract and KPIs are included in the PMF.	On Track- little or no slippage	As June update
Sandwell Children's Trust	KPI Suite reviewed	Director - Children and Education	Cabinet Member for Children and Education			Mar-22	Summer 2022	N/A	N/A	Medium Progress- actual/ projected	SMBC has issued the draft KPIs, the Trust are reviewing them ahead of the contract review and the revised KPIs	Medium Progress- actual/ projected slippage of 1-2	The contract review meeting took place on 20 July 2022. The confirmed KPIs will be included in the revised contract.
Sandwell Children's Trust	Revised KPI suite agreed	Director - Children and Education	Cabinet Member for Children and Education			Summer 2022	Summer 2022	N/A	N/A		will be included in the new Contract. As Above PR.A1.2	months Medium Progress- actual/ projected slippage of 1-2	As Above PR.A1.2
Sandwell Children's	Review of Contract concludes	Director - Children	Cabinet Member for				Summer 2022	NI/A	NI/A	slippage of 1-2 months Medium Progress- actual/	This is likely to be concluded in the autumn to align with the DfE schedule and statutory	months Medium Progress- actual/ projected	As lung undate
Sandwell Children's Trust PR.A1.4 PR.A1.5	Contract Review with DfE	and Education Director - Children and Education	Cabinet Member for Children and Education	Director Finance			May-22	N/A N/A	N/A N/A	Medium Progress-	The contract review process is on schedule with confirmed dates to include a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE direction.	slippage of 1-2 months	The contract review process is on schedule with revised date. The review team met 20 July 2022 to progress developments with a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. Change control to be put forward to adjust due date, as able to be
Sandwell Children's Trust	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	II hiidrah and	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Low Risk	The introduction of monthly 4 way meetings with the CE of the Trust, the Chair of the Trust, the Lead Cabinet Member and the DCS - this is supporting the further strengthening of the relationship between the Council and the Trust.	N/A	N/A	N/A	flexible now Ofsted inspection has happened and do not propose to evoke the break clause. N/A
Sandwell Children's Trust	Continuation of regular cross- SMBC/SCT Leadership meetings in place (including Chair of Trust Board, Lead Member, CEO of the Trust and DCS)	Director - Children and Education	Cabinet Member for Children and Education				Ongoing	N/A	N/A	On Track- little or no slippage	(July 2022) 'require improvement to be good' and comments from Ofsted around the improved governance and effective relationships between the council and Trust.	On Track- little or no slippage	As June update
Sandwell Children's Trust	Confirm Member participation in Governance Arrangements for new Municipal Year	Director - Children and Education	Cabinet Member for Children and Education				Jun-22	N/A	N/A	On Track- little or no slippage	Scrutiny cycle confirmed, performance monitoring which forms part of the contract.	Complete	Complete. Member Engagement governance is set and Scrutiny confirmed. MM 2/8 (email from Michael on 30/7)
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	II hiidrah and	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Medium Risk	The realignment of the new Children & Families Strategic Partnership (CaFSP) has enabled shared priorities to be developed and integrated across the wider children's partnership - this has led to an improved understanding of strategic planning including, though not limited to, the launch of the Early Help and Corporate Parenting Strategies.		N/A	N/A	N/A
Sandwell Children's Trust PR.A3.1	Continuation of arrangements for strategic priorities to be shared across the partnership and include a series of joint work. Initial focus areas are corporate parenting and early help.	Director - Children and Education	Cabinet Member for Children and Education				Ongoing	N/A		On Track- little or no slippage	The strategic priorities have been agreed across the partnership and monitored through the Children and Families Strategic Partnership This assurance is in place as part of the governance arrangements (as part of the contract) and include the Operational Partnership		As June update
Sandwell Children's Trust	Assurance that approach to working together is effective through regular programme of performance reports	Director - Children and Education	Cabinet Member for Children and Education				Aug 2022 and the ongoing	N/A	N/A	On Track- little or no slippage	Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board.	On Track- little or no slippage	As June update
Regional and Sub- Regional presence	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		Cabinet Chief Executive		Jan-22		Medium Risk	Member input into key WMCA meetings needs to increase which is expected to with new Cabinet Member.	N/A	N/A	N/A	N/A
Regional and Sub- Regional presence	Officer representation agreed to attend key meetings and a clear agenda set for each forum	Director- Regeneration & Growth	Cabinet Member for	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub- Regional presence	Sandwell asks of trailblazer devolution deal agreed	Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and	Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub-	Participation in Investor Conference	Director- Regeneration &	Growth Leader of the Council / Cabinet Member for	Cabinet			Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional presence Regional and Sub- Regional presence PR.B1.4	CRSTS allocation (transport) approved by CA Board	Growth Director- Regeneration & Growth	Growth Leader of the Council / Cabinet Member for	Chief Executive Cabinet Chief Executive			Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub- Regional presence	Member representation to attend key meetings agreed and agenda for each forum shared	Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive			Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	New Cabinet Member has now got all WMCA Key Member meetings in diary and briefings taking place on SPF, TDD and Metro / CRSTS	On Track- little or no	Attendance at WMCA, ABCA and BCLEP meetings much improved since May and engagement with agenda issues is improved. Using the Briefing information from Officers effectively.
Effective Local Structures PR.C1.0	Review partnership structures within the 'People's sphere'	Director - Children and Education		Director-Adult Social Care Director- Public Health				Medium Risk	Work is underway to review the governance arrangements. The children's safeguarding arrangements have been refreshed and discussions are underway in relation to aligning children and adults safeguarding arrangements. Further considertaion is being given to the strategic connection across the 4 Board governance arrangements.	N/A	N/A	N/A	N/A
Effective Local Structures PR.C1.1	Partnership structures in relation to transition from children's to adults in place	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health			In place	N/A	N/A	projected slippage of 1-2 months	Discussions are underway with the Director of Adult Social Care and the Director of Children and Education. A project manager will be appointed to coordinate this activity across the partnership.	On Track- little or no slippage	23/7/2022 - post has been advertised and meetings arranged to review data and agreed project principles before project lead arrives.
Effective Local Structures PR.C1.2	Initial scoping of work with partners around partnership structures in the children's sphere	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health		Mar-22	Sep-22	N/A N/A	N/A N/A		Partnership discussions have commenced and options and plans being considered across the range of current governance structures.	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Effective Local Structures PR.C2.0	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health		Apr-22	Jul-22	Medium Risk	Joint approach between HWBB and SHCP approved by both boards. Draft strategy in production.	Medium Progress- actual/ projected slippage of 1-2 months	Joint approach between HWBB and SHCP approved by both boards. Draft strategy in production.	Medium Progress- actual/ projected	The Health and Wellbeing Strategy is currently in draft form and will be presented to the next Health and Wellbeing Board in September.
Effective Local Structures PR.C2.1	Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health		Apr-22	Jul-22	Medium Risk	First deep dive (substance misuse) presented at SHCP Board	Medium Progress- actual/ projected slippage of 1-2 months	First deep dive (substance misuse) presented at SHCP Board	Medium Progress- actual/ projected slippage of 1-2 months	The first deep dive into integrated substance misuse has been completed and is currently being written up as a stakeholder report by an NHS colleague in collaboration with Public Health.
VCS Relationships PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	Leadership Team	Cabinet Member for Communities			Mar-22	Jul-05			N/A	N/A	N/A	N/A
VCS Relationships PR.D1.1	Corporate review of grant funding	Director - Housing	Cabinet Member for			Mar-22	Sep-22	N/A	N/A	Medium Progress- actual/	Reviews of some grants are underway and draft proposals	Medium Progress- actual/ projected	
VCS Relationships PR.D1.1 VCS Relationships PR.D1.2	VCS Strategy formation commences	Leadership Team	Communities Cabinet Member for Communities			2023	2023	N/A	N/A	projected slippage of 1-2 months Not due to start	for reform of grants and efficiency savings have been prepared.	slippage of 1-2 months Not due to start	Decision needs to be made on how savings will be delivered for 2023/24

Change Control Next discussion- 4 August 2022

Doc type
Project
Start date
Owner

Change Control
Sandwell Council
Improvement Plan
Jun-22
Leadership Team

													Jun-22 Leadership Team
					To be co	mpleted by action owner						To be completed by PMO	Leadership Team
							If date change please state	•					
Change	Theme	Action	Action Title	Owner	Date	Type of Change	Change date	Change dat		Decision	Status	Action taken	Date actions/ plan
Number	13 Decision Making	p DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	Raised 01/08/2022	Mistake on Document	from Jul-22	2023	Start date to read October-22 (in line with conclusion of scrutiny review), end date 2023 (specific timescale for implementation will be	Approve			amended
	Partnership & Relationships	PR.C2.0	Develop Health & Wellbeing Strategy that builds on existing whole system	Director-Adult Social Care	02/08/2022	Mistake on Document	n/a	n/a	change reference number to match workstream PR.C1.3	Approve			
	Dorto a rabin 9	PR.C2.1	approach to addressing health Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives	Director-Adult Social Care	02/08/2022	Mistake on Document	n/a	n/a	change reference number to match workstream PR.C1.4	Approve			
	1 Procurement & Commercial	PC.B1.3	Procurement published for framework	Director- Finance	30/06/2022	Mistake on Document	n/a	n/a	DW- Error- Action placed in the wrong theme and workstream- needs to move to Partnerships and relationships. Reference numbers in PC.B1 section to be changed. New reference number: PR.A1.4		Closed	DW- Moved to Partnerships and relationships. Reference numbers in PC.B1 section changed. New reference number: PR.A1.4	30/06/2022
	2 Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	06/07/22	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Slippage as Revenues and Benefits SM has been focusing on Energy Rebate and Household Support Fund schemes due to government policies. Change to October 2022.	Approve			
	5 Corporate Oversight	CO.D3.2	Review of internal charges	Director- Finance	27/07/22	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Due date of June 22 to be revised. 2 stage process. Stage 1 complete	Reject		A new action will be added to the Corporate Oversight theme meaning a revised date is not required for this action.	
1	Corporate Oversight	CO.A1.6	Procure new support provider to deliver Oracle Fusion	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Aug-22	Evaluation period extended by 3 weeks due to need to financial evaluation - clarifications needed from bidders.	Approve			
1	Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Slippage as Revenues and Benefits SM has been focusing on Energy Rebate and Household Support Fund schemes due to government policies. Change to October 2022.	Reject		Duplicate change control entry number 2	
2	Corporate Oversight	CO.A1.0	Implement Oracle Fusion	Director- Finance	02/08/2022	Change to delivery timescales (actions and milestones)	Apr-23	ТВС	Change implementation date. Date tbc following appointment of provider.	Approve		once Date is know this can be added to the IP m	onitoring tool
1	12 Decision Making	DM.B1.3	Revised Financial Regs Agreed	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Approval to change decision making thresholds took place in July. Further revisions to Fin Regs being prepared for Council in October. Content of Management Development Programme to be sequenced accordingly.	Approve			
	4 Organisational Culture	OC.B1.2	Revision of Corporate Induction	Director – Business Strategy and Change		Change to delivery timescales (actions and milestones)	Jul-22	Feb-23	Revision of dates to link the Corporate Induction to the overall OD strategy and plan.	Approve			
	9 Organisational Culture	OC.D2.5	Annual Refresher on Corporate Governance Training and Inclusion in New Member Induction	Director- Law & Governance	27/07/2022	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22	Revise delivery date from October to November for Annual Refresher of Code of Corporate Governance to reflect plans for training to take place in November (ahead of December Council approval)	Approve			
1	Partnership & Relationships	PR.A1.5	Contract Review with DfE	Director- Children and Education	01/08/2022	Change to delivery timescales (actions and milestones)	May-22	Nov-22	The contract review process requires a revised end date to Novemeber 22	Approve			
1	Partnership & Relationships	PR.A1.4	Review of Contract concludes	Director- Children and Education	01/08/2022	Change to delivery timescales (actions and milestones)	Summer 22	Autumn 22	we don't wish to evoke break clause.	Approve			
1	Decision	SD.A5.1	Commercial Strategy Approved	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	C Co have delivered training and progressing with business case development. Strategy is in draft but will be reviewed following the above and approved by LT.	Approve			
1	19 Strategic Decision	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	C Co are now developing business cases foollowing the workshops and training.	Approve			
2	Strategic Decision	SD.D1.1□	MTFP Review concluded	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Sep-22	On track for September Cabinet	Approve			
	3 Strategic Decision	SD.B1.4	Equality Policy reviewed	Director- Law & Governance	13/07/2022	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Slippage to timescales- Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy.	Approve			
	6 Strategic Decision	SD.B1.5	Equality Policy approved	Director- Law & Governance	27/07/22	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Due to be presented to Council in October. 2 phase approach.	Approve			
	Stratogic	SD.A6.1	Review of compliance and stock data	Director of Housing	28/07/22	Change to delivery timescales (actions and milestones)	May-22	?	Revise end date. Compliance review completed in April . 2nd action is procurement of stock surveys (they will be completed June 2023). Add new action.	Approve			
2	Strategic Decision	SD.C1.2	Pilot of Town Co-ordinator role commences	Director of Housing	01/08/2022	Change to delivery timescales (actions and milestones)	Summer 22	?	Proposal is on hold in order to align with community hubs work. Decision required on new strategy by October. Likely change to action	Approve			
1	Strategic Decision	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director- Regeneration and Growth	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Sep-22	This report has been delayed due to challenges of finalising list of surplus corporate assets. This is now scheduled for Cabinet in September as part of the AMS.	Approve			
1	Strategic Decision	SD.A2.5	Options for hub locations identified	Director- Regeneration and Growth	01/08/2022	Change of Delivery Lead(s)	n/a	n/a	Change Delivery Lead from Director- Regeneration and Growth to Director- Housing.	Approve		Change to joint owners. Needs to reflect building	s appraisal and service
2	Corporate Oversight	CO.D3.2	Review of internal charges	Director- Finance	02/08/2022	Add - New Sub Actions			CO.D3.5 -Implementation of recommendations from CIPFa in trelation to internal charges	Approve			
2	Commercial	PC.C2.3	(Asset management) Implementation	Director- Regeneration and Growth	04/08/2022	Change to delivery timescales (actions and milestones)	Dec-22	Mar-23	Asset Management System to go live by end of December. Work ongoing through to March 2023. (Detail needed from Tony Mcgovern)	Approve			
2	27 28												
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