



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

Action Risk Score (Use Corporate Risk Matrix)

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

Risk Categorisation

	High (4)	4	8	12	16
	Medium (3)	3	6	9	12
Likelihood	Low (2)	2	4	6	8
	Very Low (1)	1	2	3	4
		Very Low (1)	Low (2)	Medium (3)	High (4)
		Impact (Higher of financial, reputation and service delivery)			

Red risks are those that require immediate action to reduce their likelihood and/or impact. These risks should be monitored on at least a monthly basis to ensure that the further actions necessary to reduce the level of risk are completed within appropriate timescales. These risks should be escalated / reported as appropriate to ensure that they are brought to the attention of the Management Board and members.

Amber risks are those that require action to ensure that the effectiveness of existing control measures are monitored and improvements made if required to reduce the likelihood and/or impact to green. These risks should be reviewed on at least a quarterly basis.

Green risks are those that should be monitored on a less frequent basis, either six monthly or annually, to ensure that existing control measures continue to be effective.

Theme 1 -Organisational Culture

Doc type	Monitoring Document
Project	Sandwell Council Improvement Plan
Report Date	Jul-22
Owner	Leadership Team



Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	July Updates	
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)
Establishing Organisational Culture	OC.A1.0	Establish the desired organisational culture for Sandwell Council	Director – Business Strategy and Change	Deputy Leader		Head of HR	May 2022	Dec 2022	Low Risk	Failure to agree desired organisational culture	N/A	N/A	N/A	N/A
Establishing Organisational Culture	OC.A1.1	Phase 1 Engagement: Starting the Conversation	Director – Business Strategy and Change	Deputy Leader		Head of HR	Jun 2022	Jul 2022	N/A	N/A	On Track- little or no slippage	Consultancy engaged. Working Group in place and meeting. Stakeholder mapping complete. Phase one measures identified - to be refined	On Track- little or no slippage	Engagement and Culture Champion recruitment underway. On track for Listening Groups to commence late August/through September
Establishing Organisational Culture	OC.A1.2	Phase 2 Engagement: Determining Desired Culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Aug 2022	Dec 2022	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Consultancy support engaged. Success measures identified. Engagement timetable established
Establishing Organisational Culture	OC.A1.3	Approval of document setting out the desired organisational culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Autumn 2022	Autumn 2022	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Establishing Organisational Culture	OC.A2.0	Create the right environment for that organisational culture to thrive	Director – Business Strategy and Change	Deputy Leader					Medium Risk	Lack of engagement to embed desired culture	N/A	N/A	N/A	N/A
Establishing Organisational Culture	OC.A2.1	Organisational Development Strategy and Plan Approved	Director – Business Strategy and Change	Deputy Leader		Head of HR	TBC	End 2022	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Establishing Organisational Culture	OC.A2.2	Other actions as a result of engagement phases	Director – Business Strategy and Change	Deputy Leader		Head of HR	TBC	TBC	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Officer Learning and Development	OC.B1.0	Design and deliver Corporate Governance Training for Officers	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Failure to deliver required training within agreed timescales	N/A	N/A	N/A	N/A
Officer Learning and Development	OC.B1.1	Scope of Corporate Governance Training for Officers approved (including comprehensive finance and governance training tailored to those with different levels of financial responsibility)	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change Director - Finance		May-22	Jun-22	N/A	N/A	Duplicate/ link to another action	See update to OC.B2.1 below	On Track- little or no slippage	incorporated within update to OC.B2.1 below on management development programme
Officer Learning and Development	OC.B1.2	Revision of Corporate Induction	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		Jun-22	Jul-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Corporate Induction will be updated when the relevant learning interventions relating to Governance Training have been developed. RJ 07.07.22: Likely change control on dates for sequencing with Management Development Programme	Significant issues / actual/projected slippage- more than 2 months	As June. Governance training planning discussions are underway. RJ 01/08/22: Change control to sequence dates with Management Development Programme - linked to OD Strategy and Plan
Officer Learning and Development	OC.B1.3	Effective decision-making training	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jul-22	Sep-22	N/A	N/A			On Track- little or no slippage	Incorporated within Management Development Programme and progress rating reflected within that action(see update to OC.B2.1 below) As individual constitutional changes are approved, training will be rolled out to follow. First approvals due at July Council.
Officer Learning and Development	OC.B1.4	Procurement of Delivery Partner (corporate governance training)	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jun-22	Aug-22	N/A	N/A	Duplicate/ link to another action	See update to OC.B2.1 below	On Track- little or no slippage	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)
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 Development	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
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Lack of engagement from managers with the programme	N/A	N/A	N/A	N/A

Officer Learning and Development	OC.B2.1	Management Development Programme Designed	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance Director - Finance	Head of HR HR Team Manager L&D/OD	Aug-22	Dec-22	N/A	N/A	On Track- little or no slippage	RJ 08.07.22: Procurement and budget holder training in development. Currently finalising dates with LGA for Officer-Member relationship support. Sessions with other Officer-tiers are being designed with the intention that an output from the training will be a series of pledges made by Officers and Members. Governance and Decision Making training will follow Council approvals. These initial strands of work will become a 'Managers Fundamentals/Essentials' programme with the broader Management Development Programme to be delivered in 2023 following the approval of an OD strategy and Plan.	On Track- little or no slippage	As per June. Dates for Member-Officer relationship support from LGA confirmed for September (6th and 20th)
Officer Learning and Development	OC.B2.2	Budget Holder Role Profile Approved	Director - Finance	Deputy Leader	Director- Law & Governance	Finance Improvement Manager		May-22	N/A	N/A	On Track- little or no slippage	Approved and launched at SM briefing. Will be discussing with Directorate Management Teams. SH 1/7/22	Complete	complete
Officer Learning and Development	OC.B2.3	Incorporate training on company roles and responsibilities in senior officer development plan	Director- Law & Governance	Deputy Leader		Head of HR HR Team Manager L&D/OD	Aug-22	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 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 Member Relationship	OC.C1.0	Continue regular weekly meetings between Cabinet Members and Leadership Team	Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team				Low Risk	If formalised meeting structures aren't in place, opportunities may be missed for issues to be discussed. Other regular meetings are taking place.	N/A	N/A	N/A	N/A
Officer and Member Relationship	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team		May 2022	May 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	1.1 Meetings have been taking place. Awaiting confirmation of Conservative Group whip. Formal schedule of meetings will be scheduled to start from September.	Medium Progress- actual/ projected slippage of 1-2 months	Update as per June. Conservative Group whip to be identified.
Officer and Member Relationship	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new Municipal Year	Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team		May 2022	Jun 2022	N/A	N/A	On Track- little or no slippage	Regular weekly meetings in place between Directors and Executive and agreed for Municipal Year	On Track- little or no slippage	In place. To be reviewed throughout year to ensure structures are fit for 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 Member Relationship	OC.C3.0	Engage LGA to support Officers and Members to develop the relationship going forward including continuation of LGA Cabinet Member mentoring programme	Director- Law & Governance	Leader of the Council			May 2022	Dec 2022	Medium Risk	If cultural and behavioural historic issues that have affected the Council's ability to deliver could return if the relationship between Officers and Members is not addressed.	On Track- little or no slippage	On track. Sessions being planned August and September for all Members. Regular dialogue with LGA. Plans are progress.	On Track- little or no slippage	Sessions have been scheduled for 6th and 20th Sep for Members. LGA will be supporting sessions with Officers around the Member-Officer Relationship. Confirming dates.
Officer and Member Relationship	OC.C4.0	Ward and Casework Management	Director- Law & Governance	Deputy Leader	Director- Law & Governance		May 2022	Oct 2022	Medium Risk	Risk relates to reputational harm where Members are unable to have their case work addressed in a timely manner	N/a	N/A	N/a	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	
Officer and Member Relationship	OC.C4.2	Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change				N/A	N/A	On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.	On Track- little or no slippage	Work around Member-Officer relationship is progressing but it is recognised that Member portal requires further development to meet Members' expectations. Options appraisal underway for customer management system. Action to be pursued in Sep/Oct linked to organisational culture work. 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	If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk	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 feedback received from Members on changes. Further improvements are being identified for next year's induction
Member Learning and Development	OC.D1.3	Approval of Member Development Programme	Director- Law & Governance	Deputy Leader			Jul-22	Jul-22	N/A	N/A	On Track- little or no slippage	Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.	On Track- little or no slippage	Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee. It has also been shared with LGA and Commissioners. Discussions are taking place with LGA around
Member Learning and Development	OC.D1.4	Deliver Member Development Programme	Director- Law & Governance	Deputy Leader			Jul-22	Mar-23	N/A	N/A	On Track- little or no slippage	Ongoing activity as part of the Municipal Year.	On Track- little or no slippage	Ongoing activity as part of the Municipal Year is taking place. 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 and Development	OC.D2.0	Design and deliver Corporate Governance Training for Members	Director- Law & Governance	Leader of the Council	Director- Finance				Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D2.1	Scope of Corporate Governance Training for Members approved	Director- Law & Governance	Leader of the Council	Director- Finance		Mar-22	Jun-22	N/A	N/A	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.	Complete	Governance Review Approvals are now being implemented
Member Learning and Development	OC.D2.2	Effective decision-making training	Director- Law & Governance	Leader of the Council	Director- Finance		Jul-22	Sep-22	N/A	N/A	On Track- little or no slippage	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	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
Member Learning and Development	OC.D2.3	Procurement of delivery partner (for Corporate Governance Training)	Director- Law & Governance	Leader of the Council	Director- Finance		Jul-22	Sep-22	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	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	OC.D2.4	Delivery of Corporate Governance Training	Director- Law & Governance	Leader of the Council	Director- Finance		Autumn 22	Dec-22	N/A	N/A	Not due to start	Not due to start	Not due to start	as above
Member Learning and Development	OC.D2.5	Annual Refresher and inclusion in new Member induction	Director- Law & Governance	Leader of the Council	Director- Finance		Sep-22	Oct-22	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	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.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	Director- Law & Governance	Leader of the Council					Low Risk	Risk relates to insufficient forward planning leading to missed opportunities	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D3.1	Forward Plan for All Member Briefings in place for new Municipal Year	Director- Law & Governance	Leader of the Council			May-22	Jun-22	N/A	N/A	On Track- little or no slippage	Agreed and in place.	On Track- little or no slippage	In place and no issues. Regular review
Member Learning and Development	OC.D3.2	Leadership Team Review of All Member Briefings to ensure they are meeting needs	Director- Law & Governance	Leader of the Council			Mar-22	Ongoing	N/A	N/A	On Track- little or no slippage	Picked up through Leadership Team discussions (within and outside meetings)	On Track- little or no slippage	Picked up through Leadership Team discussions (within and outside meetings)
Member Learning and Development	OC.D4.0	Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers	Director- Law & Governance	Leader of the Council			Jun-22	Jul-22	Low Risk	If there is insufficient knowledge and training for Chief Officers Terms and Conditions Committee, then recruitment and selection may result in an unsuitable appointment.	Medium Progress- actual/ projected slippage of 1-2 months	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	Medium Progress- actual/ projected slippage of 1-2 months	Intention to deliver training in August for Chief Officer Terms and Conditions Committee Members.

[illegible]

Theme 2- Corporate Oversight

Doc Type	Monitoring Document
Project	Business Strategy
Doc ID	2022-001
Version	1.0



Item data			Owner				Dates		Main Action Risk	Progress against plan	Evidence of status setting	Progress against plan		Evidence of status setting	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner if different	Start date	Due date	Risk	Description	Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (July 2022)	
00P	00A.0	Implement Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Dec-21	Apr-23	Medium risk	Implementation date moved to support implementation contract and mobilisation. Likely to be at least 12-month implementation from mobilisation of new 9 contract.	N/A	N/A	N/A	Change Contract - change implementation date to August 2023	
	00A.1	Cabinet approval for action plan to continue implementation of Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete		
	00A.2	Terminate implementation partner contract with looklags	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete		
	00A.3	Implement robust project management arrangements	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete		
	00A.4	Review operational team to ensure there are appropriate resources in place during implementation phase	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete		
	00A.5	Project management training for all of project team, including Project Sponsors	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Jan-22	N/A	N/A	Initial cohort trained in project management (IS 2020/21)	On Track- little or no change		Further training to be arranged if required		
	00A.6	Procure new support provider to deliver Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Jan-22	N/A	N/A	Tender currently being evaluated. Due to be awarded in July 2021	Medium Progress- actual progress of 1-2 months		Evaluation period extended by 3 weeks due to need to finalise evaluation. Considerations needed from suppliers. IS 2020/21/22		
00P	00A.7	Support provider in place and delivery commences	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Jan-22	Apr-23	N/A	Tender currently being evaluated. Due to be awarded in July 2021	Medium Progress- actual progress of 1-2 months		As above		
Improvement Planning, Monitoring and Learning			Leadership Team		Leader of the Council		Mar-22	Jan-22	Low risk	If approved by Council to start. Remaining risks to be effective progress monitoring of the 4 and submitters to start.	N/A	N/A	N/A		
Improvement Planning, Monitoring and Learning			Leadership team		Leader of the Council		Jan-22		N/A	N/A	Complete		Complete		
Improvement Planning, Monitoring and Learning			Commissioners		Leader of the Council		By 22 June 2022		N/A	N/A	Complete		Complete		
Improvement Planning, Monitoring and Learning			Commissioners		Leader of the Council		By 22 June 2022		N/A	N/A	Complete		Complete		
Improvement Planning, Monitoring and Learning			Leadership team		Leader of the Council		Jan-22	Jan-23	Low risk	Risk relates to timely development and approval, and learning lessons from Phase 1	N/A	N/A	N/A		
Improvement Planning, Monitoring and Learning			Leadership team		Leader of the Council				N/A	N/A	Not due to start		Not due to start		
Improvement Planning, Monitoring and Learning			Director- Business Strategy & Change		Leader of the Council				Low risk	Risk relates to timely development and approval linked to organisational culture change	N/A	N/A	N/A		
Improvement Planning, Monitoring and Learning			Director- Business Strategy & Change		Leader of the Council		Autumn 2022	Spring 2023	N/A	N/A	Not due to start		Not due to start		
Performance Management			Director- Business Strategy & Change		Deputy Leader		Sep-22	Ongoing	High risk	Risk relates to capacity to deliver RMT. Council approval of resources to start. Risk assessment underway	N/A	N/A	N/A		
Performance Management			Director- Business Strategy & Change		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Performance Management			Director- Business Strategy & Change		Deputy Leader		Aug-22		N/A	N/A	On Track- little or no change	IS 2021/22- Preparations underway and on track for IS report to be made to Cabinet in September	On Track- little or no change	Underway and on track for IS report to be made to Cabinet in September	
Performance Management			Director- Finance		Deputy Leader		Mar-22	Ongoing	Low risk	On track	N/A	N/A	N/A		
Performance Management			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Performance Management			Director- Finance		Deputy Leader		Aug-22		N/A	N/A	On Track- little or no change	Not yet due	On Track- little or no change	On track	
Performance Management			Director- Finance		Deputy Leader		Ongoing		N/A	N/A	On Track- little or no change	On track	On Track- little or no change	On track	
Organisational Structures and Enabling Corporate Data			Leadership Team		Deputy Leader		Dec-20		Not yet raised	N/A	N/A	N/A	N/A		
Organisational Structures and Enabling Corporate Data			Director- Business Strategy & Change		Deputy Leader	Head of IS			N/A	N/A	On Track- little or no change	Not work in progress, however requires integrated working and oversight. Required decision that Director of Business Strategy and Change pick up overseeing this action and establishing the organisational design principles and forward as Leadership Team by the end of Feb	On Track- little or no change	As per June update. Decisions need to be made by July 2022 regarding ownership of the action and to provide risk score.	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22	Aug-22	Low risk	On track	N/A	N/A	N/A		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22		N/A	N/A	On Track- little or no change	Restructure approved and implemented	Complete	Complete	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22		N/A	N/A	On Track- little or no change	Budget holder roles completed and launched and Service Manager briefing	Complete	Complete	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader	Finance Improvement Manager	May-22		N/A	N/A	On Track- little or no change	Will follow Restructure implementation	On Track- little or no change	On track	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader	Finance Improvement Manager	Aug-22		N/A	N/A	On Track- little or no change	On track	On Track- little or no change	On track	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22	Mar-23	Low risk	On track. External support provided	N/A	N/A	N/A		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22		N/A	N/A	Medium Progress- actual progress of 1-2 months	As CPRA review is underway. Will not be completed by end of June 2022	Complete	CPRA initial review complete but recommendations arising from that will need further work.	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22		N/A	N/A	Medium Progress- actual progress of 1-2 months	Benefits 3M has been procured on Energy Refill and Household Support Fund scheme due to government guidance. Change to October 2022	Medium Progress- actual progress of 1-2 months	As June update	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		May-22	Mar-23	N/A	N/A	On Track- little or no change	Investment underway. Review support and working provided	On Track- little or no change	As June update	
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Jan-22	May-22	Medium risk	Some progress made	N/A	N/A	N/A		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Organisational Structures and Enabling Corporate Data			Director- Finance		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Programme and Project Management			Director- Business Strategy & Change		Deputy Leader		Dec-21	Life 2022	Medium risk	Action to embed consistent approach which provides appropriate oversight of all key projects and consistent approach to risk management	N/A	N/A	N/A		
Programme and Project Management			Director- Business Strategy & Change		Deputy Leader		Complete		N/A	N/A	Complete	Completed	Complete		
Programme and Project Management			Director- Business Strategy & Change		Deputy Leader		May-22		N/A	N/A	Complete	Completed	Complete		
Programme and Project Management			Director- Business Strategy & Change		Deputy Leader		Life 2022		N/A	N/A		On Track- little or no change	On Track- little or no change	NC - 2021/2022 interim AG Transformation appointed. Endorsement of BIC. Accurate agreed enabling the establishment of a corporate transformation function.	
Programme and Project Management			Director- Business Strategy & Change		Deputy Leader		Life 2022		N/A	N/A		On Track- little or no change	On Track- little or no change	NC - 2022 Transformation and market testing of potential solutions. See endorsement.	

Theme 3 -Strategic Direction

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



Static data			Owners				Dates		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)
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Low Risk	Clear progress on key Pipeline projects; governance arrangements being finalised.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A1.1	Cabinet Approval of Regen Strategy and Pipeline 2022-27	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete		Complete	
Strategy development and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Ongoing	N/A	N/A	On Track- little or no slippage	TMG 27.06.22: On track: First Update will cover April - September 2022 and be available during November 222	On Track- little or no slippage	First Update will cover April - September 2022 and be available during November 2022
Strategy development and refresh	SD.A1.3	Internal infrastructure established for delivery:	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Mar-22	Mar-23	N/A	N/A	Medium Progress-actual/ projected slippage of 1-2 months	RJ 28.06.22: Updates within SDA1.3a-d. Amber overall rating reflects slippage in programme management software procurement (SD.A1.3b)	Medium Progress-actual/ projected slippage of 1-2 months	Amber status: Software procurement not yet taken place and interviews / recruitment to key Project Manager positions only just taken place but not in post yet.
Strategy development and refresh	SD.A1.3a	o Programme and Project Management Structures in place	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth					N/A	N/A	On Track- little or no slippage	Project and Programme Management Boards Terms of Reference agreed and all established.	On Track- little or no slippage	Project and Programme Management Boards Terms of Reference agreed and all established.
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	Medium Progress-actual/ projected slippage of 1-2 months	TMG 27.06.22: Delay due to Corporate Directorate needs	Medium Progress-actual/ projected slippage of 1-2 months	This procurement has been delayed due to Corporate issues about software but now proceeding and preparation for 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 for key projects and is in use. This action should be closed now.
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	TMG 27.06.22Supplier selected and On track with Comms and Regeneration	On Track- little or no slippage	Collating information to publish on Microsite and working with company to format and organise 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 Manager: Strategic Asset & Land	Autumn 2021	Sep-22	Medium Risk	If timescales are not met, there will be a period during which the Council will not have a fit-for-purpose asset database	N/A	N/A	N/A	N/A

Strategy development and refresh	SD.A2.1	Work Place Vision	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land			N/A	N/A	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A2.2	Confirmation of funding for remaining Workplace Vision components	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land		Autumn 22 linked to MTFP	N/A	N/A	On Track- little or no slippage	Not yet formally approved.	Medium Progress- actual/ projected slippage of 1-2 months	Funding has not been approved for further phase of WVP. Therefore, nothing is being taken forward at this stage until Project Board / CEO / Leader decide if the next phase is happening.
Strategy development and refresh	SD.A2.3	Transforming Local Services	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land			N/A	N/A	N/A		N/A	
Strategy development and refresh	SD.A2.4	Cabinet Workshop to provide steer	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land	Mar-22	Complete	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development and refresh	SD.A2.5	Options for hub locations identified	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		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 2022	Medium Progress- actual/ projected slippage of 1-2 months	Community hub services have been broadly scoped, but locations not yet identified.
Strategy development and refresh	SD.A2.6	Asset Review	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land			N/A	N/A	N/A		N/A	
Strategy development and refresh	SD.A2.7	Procurement of asset database	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land		Complete	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development and refresh	SD.A2.8	Implementation of new Asset Database	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land	May-22	Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	CH 04.07.22: On track for December but the programme is tight and the risk of slippage is	Medium Progress- actual/ projected slippage of 1-2 months	On track for December but the programme is tight and the risk of slippage is significant.
Strategy development and refresh	SD.A2.9	Surplus Assets & commercial estate	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land			N/A	N/A	N/A		N/A	
Strategy development and refresh	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land		Jul-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	there have been delays in obtaining confirmation from service areas that none of the assets on the Surplus Assets list have potential to support service delivery. Given that many assets on the list were declared surplus many years ago, it is important to check that they are all still surplus. This exercise is taking time, but it is still intended to obtain Cabinet approval in the autumn to commence the detailed review.	Medium Progress- actual/ projected slippage of 1-2 months	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.

Strategy development and refresh	SD.A2.11	Corporate Asset Management Strategy Approved	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land		Sep-22	N/A	N/A	On Track- little or no slippage	Strategy is being drafted for Cabinet in September.	On Track- little or no slippage	Draft strategy discussed at Leadership Team on two occasions for Director input. Strategy document being further updated and informal session on this planned with Cabinet in September 2022
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Director - Business Strategy and Change	Leader of the Council			Autumn 2021	Ongoing	Low Risk		N/A	N/A	N/A	need a general update whilst milestones are being prepared
Strategy development and refresh	SD.A3.1	Corporate Communications Strategy approved	Director - Business Strategy and Change	Leader of the Council				Complete	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development and refresh	SD.A3.2	Communications Team restructure concluded to focus resources on key workstreams of Communications Strategy	Director - Business Strategy and Change	Leader of the Council				May-22	N/A	N/A	Complete	Complete	Complete	Complete
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-22	Low Risk		N/A		N/A	
Strategy development and refresh	SD.A4.1	Procurement & Contract Procedure Rules approved	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager		May-22	N/A	N/A	On Track- little or no slippage	Review completed but may be slippage in Council approval to September following Governance Working Group	Complete	Completed - approved at July Council
Strategy development and refresh	SD.A4.2	Training developed	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Aug-22	Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	May be slippage if revised Contract Procedure Rules not approved by Council in July. SH 30/06	On Track- little or no slippage	Now that Council has approved the CPR's training can now be prepared/planned
Strategy development and refresh	SD.A4.3	Training delivered	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 22	Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	May be slippage if revised Contract Procedure Rules not approved by Council in July. SH 30/06	On Track- little or no slippage	As above
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader			Autumn 2021	Jul-22	Medium Risk	Strategy has been drafted but limited opportunities for business streams have emerged. Training to be undertaken as next step to give relevant officers the appropriate skills and knowledge to review opportunities again	N/A	N/A	N/A	Change control - change target date to October 2022
Strategy development and refresh	SD.A5.1	Commercial Strategy Approved	Director- Finance	Deputy Leader				Jul-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Commercial Strategy drafted but given limited opportunities arising from work so far, C Co are delivering training and then will revisit draft Strategy and action plan so likely to be a further iteration before approval SH 30/06	Medium Progress- actual/ projected slippage of 1-2 months	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. RJ 04/08/22: 4 Potential workstreams are in the draft strategy. LATC (Leisure provision) will be added as a strand to the commercial strategy.
Strategy development and refresh	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	One business stream developed. Others to be revisited after training.	Medium Progress- actual/ projected slippage of 1-2 months	C Co are now developing business cases following the workshops and training.

Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Apr-23	Low Risk	Plan is necessary for long term planning but delivery of asset improvements still continues without the plan	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A6.1	Review of compliance and stock data	Director- Housing	Cabinet Member for Housing	AD, Asset Management and Improvement			May-22	N/A	N/A	On Track- little or no slippage	Review completed but has shown that stock condition surveys are required. These will now be procured.	Medium Progress- actual/ projected slippage of 1-2 months	Review of stock conditions data is complete but has identified that there is a need to procure 7,000 surveys to improve data quality. Decision to procure is scheduled in the Forward Plan for 28/9/22
Strategy development and refresh	SD.A6.2	HRA Business Plan developed	Director- Housing	Cabinet Member for Housing	ADs		May-22	Mar-23	N/A	N/A	On Track- little or no slippage	Workshop held with Savills June 2022 to provide content for business plan and check assumptions in the draft plan	On Track- little or no slippage	Financial modelling has been produced but needs further work to build in rent and service charges increases for 2023/24 and beyond.
Strategy development and refresh	SD.A6.3	HRA Business Plan approved (in line with budget approval 2023-24)	Director- Housing	Cabinet Member for Housing				Apr-23	N/A	N/A	On Track- little or no slippage	as per A6.2	On Track- little or no slippage	Work with Savills is on track
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education			Autumn 2021	Mar-22	Low Risk	The strategy has been refreshed ahead of the launch in March 2022.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A7.1	Launch of Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education				Complete	N/A		Complete	The strategy was launched on 17 March 2022 attended by 180 organisations and agencies.	Complete	
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy	Director- Children & Education	Cabinet Member for Children and Education			Jan-22	Sep-22	Medium Risk	The Corporate Parenting Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A8.1	Re-focusing of strategic priorities	Director- Children & Education	Cabinet Member for Children and Education				Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	The Corporate Parenting Board will confirm the strategic priorities ahead of the September Board meeting.	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Strategy development and refresh	SD.A8.2	Corporate Parenting Strategy approved	Director- Children & Education	Cabinet Member for Children and Education				22-Sep	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	The Corporate Parenting Strategy will be approved by Board Members in September 2022.	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Equality and Diversity	SD.B1.0	Equality and Diversity	Director- Law & Governance	Leader of the Council			Autumn 2021	Ongoing	Medium Risk	If the Council does not comply with the Equality Act 2010 there is a risk of reputational damage.	N/A	N/A	N/A	N/A
Equality and Diversity	SD.B1.1	Continue to embed Equality, Diversity and Inclusion (EDI) staff networks	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	On Track- little or no slippage	Ongoing. No issues arising	On Track- little or no slippage	Ongoing. No issues arising
Equality and Diversity	SD.B1.2	Establish Women's network and Faith & Belief staff network	Director- Law & Governance	Leader of the Council			Jun-22	Dec-22	N/A	N/A	On Track- little or no slippage	Progressing the establishment of the two new networks	On Track- little or no slippage	Progressing the establishment of the two new networks
Equality and Diversity	SD.B1.3	Continue to deliver on Equalities Commission Board priorities	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	On Track- little or no slippage	Ongoing. No issues arising.	On Track- little or no slippage	Ongoing. No issues arising.

Equality and Diversity	SD.B1.4	Equality Policy reviewed	Director- Law & Governance	Leader of the Council			May-22	Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy. Due to be considered by Executive and Equalities Commission ahead of consideration by Council in October. Change Control: change delivery date.	Medium Progress- actual/ projected slippage of 1-2 months	Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy. Due to be considered by Executive and Equalities Commission ahead of consideration by Council in October. Change Control: change delivery date from June to October.
Equality and Diversity	SD.B1.5	Equality Policy approved	Director- Law & Governance	Leader of the Council			Jul-22	Jul-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	As above	Significant issues / actual/projected slippage- more than 2 months	As above. Due to be presented to Council in October. Change Control: change delivery date from June to October.
Equality and Diversity	SD.B1.6	EDI Workforce action plan review	Director- Law & Governance	Leader of the Council			Jun-22	Dec-22	N/A	N/A	On Track- little or no slippage	Work has commenced and is ongoing.	On Track- little or no slippage	Work is ongoing.
Equality and Diversity	SD.B1.7	Approval of EDI Workforce plan	Director- Law & Governance	Leader of the Council			Mar-23	Mar-23	N/A	N/A		Not due to start		Not due to start (annual approval)
Equality and Diversity	SD.B1.8	Review approach to Equality Impact Assessments	Director- Law & Governance	Leader of the Council			Summer 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Initial consideration has commenced.	On Track- little or no slippage	Initial consideration has commenced.
Equality and Diversity	SD.B1.9	Review of Council EDI decision making process	Director- Law & Governance	Leader of the Council			Summer 2022	Autumn 2022	N/A	N/A		Not due to start		Not due to start
Equality and Diversity	SD.B1.10	Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	Work is underway and is on track.	On Track- little or no slippage	Work is underway and is on track.
Equality and Diversity	SD.B1.11	Embed equalities, diversity and inclusion within Member and Officer Development Programmes	Director- Law & Governance	Leader of the Council			Early 2023	Early 2023	N/A	N/A			On Track- little or no slippage	Looking at initial training with Members in Autumn and with Officers. Further training will follow in the new year.
Locality Working	SD.C1.0	Developing a model for locality working	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Mar-22	TBC	Medium Risk		N/A		N/A	
Locality Working	SD.C1.1	Cabinet Workshop to provide steer on community hubs model	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Complete	Complete	N/A	N/A	Complete	Complete	Complete	Complete
Locality Working	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Summer 2022	Summer 2022	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Recruitment Unsuccessful. KBD is picking up a conversation with the leader about whether the pilot is shelved and the potential for town co-ordinator is incorporated into the wider proposal for Community Hubs	Significant issues / actual/projected slippage- more than 2 months	This proposal is on hold.
Locality Working	SD.C1.3	Customer Access Strategy Development Commences	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Sep-22	Sep-22	N/A	N/A		Not due to start		Not due to start
Locality Working	SD.C1.4	Business Cases for hub locations progressed, as appropriate	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Sep-22	Spring 2023	N/A	N/A		Not due to start		Not due to start
MTFP & Capital Strategy	SD.D1.0	Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy	Director- Finance	Deputy Leader			Jan-22	Autumn 2022	Low Risk	On track for September Cabinet	N/A	N/A	N/A	N/A
MTFP & Capital Strategy	SD.D1.1	Review concluded	Director- Finance	Deputy Leader				Jul-22	N/A	N/A	On Track- little or no slippage	Change to September per headline action	On Track- little or no slippage	On track for September Cabinet
MTFP & Capital Strategy	SD.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	Deputy Leader				Autumn 2022	N/A	N/A	On Track- little or no slippage	On track for September Cabinet SH 30/06	On Track- little or no slippage	As above.
Consultation and Engagement	SD.E1.0	Public Consultation to be carried out as part of budget process for 2023/24	Director- Finance	Deputy Leader	Director Business Strategy and Change		Jan-22	Autumn 2022	Low Risk	On track	N/A	N/A	N/A	N/A
Consultation and Engagement	SD.E1.1	Procurement concluded to provide capacity for a regular Resident's Survey	Director- Finance	Deputy Leader	Director Business Strategy and Change			May-22	N/A	N/A	On Track- little or no slippage	Completed	Complete	complete

Consultation and Engagement	SD.E1.2	Public Consultation undertaken	Director- Finance	Deputy Leader	Director Business Strategy and Change		Autumn 2022	Autumn 2022	N/A	N/A	On Track- little or no slippage	RJ 06.07.22 Survey for budget consultation due to launch in July	On Track- little or no slippage	Budget consultation launched.
Consultation and Engagement	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance	Deputy Leader	Director Business Strategy and Change			Autumn 2022	N/A	N/A	On Track- little or no slippage	RJ 06.07.22 Survey for budget consultation due to launch in July	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 Engagement	SD.E2.1	First Resident's Survey conducted	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A		Not due to start	On Track- little or no slippage	Launched in July.
Consultation and Engagement	SD.E2.2	First report from Resident's Survey	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	Autumn 2022	N/A	N/A		Not due to start		Not due to start
Consultation and Engagement	SD.E2.3	Survey results embedded within PMF and used to inform insight into how the Council is performing	Director - Business Strategy and Change	Leader of the Council			Autumn 2022	May-23	N/A	N/A		Not due to start		Not due to start

Theme 4 - Decision Making

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



Static data			Owners				Dates		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)
4 Yearly Election Cycle	DM.A1.0	Implement 4-yearly election cycle	Director- Law & Governance	Leader of the Council			May-22	Sep-23	Medium Risk	If we don't reach a decision in October, then there will be a reputational risk associated with delaying making a decision	N/A	N/A	N/A	N/A
4 Yearly Election Cycle	DM.A1.1	Options Paper to Leadership Team	Director- Law & Governance	Leader of the Council				Jun-22	N/A	N/A	On Track- little or no slippage	Report prepared for Council 26th July to seek agreement to commence consultation.	Complete	
4 Yearly Election Cycle	DM.A1.2	Council Decision to implement	Director- Law & Governance	Leader of the Council				TBC	N/A	N/A	On Track- little or no slippage	Planning on October Council decision (subject to 26th July Council agreement to consult)	On Track- little or no slippage	Report to Council 26/07/22 to approve consultation. 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	If Corporate Governance Documents are not updated, then other improvement work with Members and Officers will be adversely impacted.	N/A	N/A	N/A	N/A
Constitution and Governance Framework	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	Leader of the Council			Jul-22	Sep-22	N/A	N/A			On Track- little or no slippage	Incorporated within 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	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 with Members required	On Track- little or no slippage	Council agreed to consider changes on 26th July.
Constitution and Governance Framework	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 with Members required	Significant issues / actual/projected slippage- more than 2 months	Fin Regs are being reviewed. Key change required was in relation to thresholds for decisions and this component was approved by Council in July. Further amendments will be presented to Council by October. Change Control: Amend date
Constitution and Governance Framework	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 control.	On Track- little or no slippage	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 logged and August's monthly report will reflect correct commentary.
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 slippage	RJ 27.06.22: Protocol being prepared for Council approval in July alongside Financial Regulations	On Track- little or no slippage	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	Refresh existing arrangements for arms-length companies	Director- Law & Governance	Deputy Leader		Governance and Business Support Principal Lead & Solicitor	Jan-22	Jul-22	Low Risk	If we don't ensure that there is sufficient governance and oversight, it can lead to significant and/or unintended consequences for the organisation e.g. reputational issues, Council not discharging legal obligations.	N/A	N/A	N/A	N/A
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	Significant issues / actual/project ed slippage- more than 2 months	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 Framework	DM.B2.2	Conduct review to ensure appropriate resources are allocated to these organisations	Director- Law & Governance	Deputy Leader			May-22	Jul-22	N/A	N/A	On Track- little or no slippage	Review has been completed and will be circulated to Leadership Team in July. SCT is the only identified arms-length company.	Complete	Report has been circulated to Leadership Team
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 slippage	In place for SCT. Briefing note to Leadership Team will include guidance and lessons learnt in the event of future	Complete	
Role and Function of Scrutiny and Audit	DM.C1.0	Refresh decision making-arrangements including the role of Scrutiny	Director- Law & Governance	Leader of the Council			Dec-21	Jul-22	Medium Risk	If there isn't an effective overview and scrutiny function in place, then the Council decision-making will not be as effective as it can be.	N/A	N/A	N/A	N/A
Role and Function of Scrutiny and Audit	DM.C1.0	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.	On Track- little or no slippage	As per June update. No issues arising. Cllr Moore presented Scrutiny Report at Council on 26/07 and provided Members with an 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	Events took place in June. All scrutiny boards have an agreed work programme and boards are in the process of delivering their work plans.	Complete	
Role and Function of Scrutiny and Audit	DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	On Track- little or no slippage	Review due to complete in October. Actions will be implemented subsequently. Date to be altered via change control.	Medium Progress- actual/ projected slippage of 1-2 months	Review due to complete in October. Actions will be implemented subsequently. Date to be altered via change control (error in plan).
Role and Function of Scrutiny and Audit	DM.C2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader			Dec-21	Sep-22	Medium Risk	If we don't implement scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded	Director- Law & Governance	Deputy Leader	Director- Children & Education Scrutiny		Early 2022	Sep-22	N/A	N/A			On Track- little or no slippage	Procurement-related recommendations on track 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 Governance			Dec-22	N/A	N/A	Medium 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.	On Track- little or no slippage	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	to check risk description with	On Track- little or no slippage	Work is ongoing with new Chair of ARAC. Regular 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.	On Track- little or no slippage	As per June update. No issues arising.
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 challenge	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 contracts 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.

Theme 5- Procurement & Commercial

[illegible]

Change Control

Next discussion- 4 August 2022

Doc type	Change Control
Project	Sandwell Council Improvement Plan
Start date	Jun-22
Owner	Leadership Team

To be completed by action owner										To be completed by PMO			
If date change is required please state from and to													
Change Number	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change date from	Change date to	Change/ Impact of change (incl. any dependencies/ Reason for change	Decision	Status	Action taken	Date actions/ plan amended
13	Decision Making	DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	01/08/2022	Mistake on Document	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 determined once review concluded)	Approve			
22	Partnership & Relationships	PR.C2.0	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities	Director-Adult Social Care	02/08/2022	Mistake on Document	n/a	n/a	change reference number to match workstream PR.C1.3	Approve			
23	Partnership & Relationships	PR.C2.1	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			
4	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	Approve	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.	
16	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			
17	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	
24	Corporate Oversight	CO.A1.0	Implement Oracle Fusion	Director- Finance	02/08/2022	Change to delivery timescales (actions and milestones)	Apr-23	TBC	Change implementation date. Date tbc following appointment of provider.	Approve		once Date is know this can be added to the IP monitoring tool	
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	27/07/2022	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			
14	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 November 22	Approve			
15	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	Action to be concluded in the autumn now that more flexibility (due to Ofsted visit having taken place), to align with the DfE schedule, and as we don't wish to evoke break clause.	Approve			
18	Strategic 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			
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 following the workshops and training.	Approve			
20	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			
7	Strategic Decision	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			

[illegible]

» model.