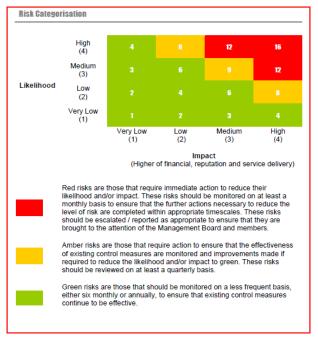
Progress against Plan Status Rating	Definition	Leadership Team Action as a result
On Track	Progress against the action is in line with the delivery date with no or minor (of less than a month) actual/projected slippage that does not impact on any dependencies	Leadership Team note progress and seek assurance 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 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	50%-80% Significant service or project disruption requiring intervention by Corporate Directors / Management Board	Probably / likely The event is more than likely to occur. It will probably happen in the next year but is not a persisting issue. The chance of the event occurring is between a 25% to 50% likelihood
2 (Low)	5% to 10% budget	Local newspaper coverage – reputation affected temporarily	25%-49% Noticeable disruption to outputs requiring intervention by a relevant Director / Service Manager	Possible Little likelihood of the event occurring. It might happen in the next 18 months or recur occasionally. The chance of the event occurring is between a 10% to 24% likelihood.
1 (Very Low)	<5% of budget	Local gossip/ reputation affected internally	<25% Short term service disruption requiring intervention by a unit or project manager or equivalent	Unlikely The event is not expected, There is no expectation that the event will occur, but it is possible that it might do so. The chance of the event occurring is less than 10%.



### Theme 1 -Organisational Culture

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



											•			July Updates
		Static data		Owners				Dates	N	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)
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		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. Sucess measures identified. Engagement timetable established
Establishing Organisational Culture	OCA1.3	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	твс	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	твс	твс	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
Officer	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	actual/projected	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	RI 08.07.22: Procurement and budget holder training in development. Currently finalising dates with I.GA 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 piedges 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 OS 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 Improve ment 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		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.
Relationship	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new Municipal Year		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. 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 fedeback 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.	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		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	\$7 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		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.

Internal Communications	OC.E1.0	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered	Director- Law & Governance	Leader of the Council	Head of Communications		Dec-22	Dec-22			Not due to start	Not due to start - linked to establishing desired organisational culture	Not due to start	Not due to start - linked to establishing desired organisational culture. May be sooner as a result of Member-Officer relationship work
Internal Communications			Director – Business Strategy and Change	Leader of the Council			Feb-22	Ongoing	Low Risk	Failure to deliver against strategy	On Track- little or no slippage	NC 1/7/22 - Regular internal communications being delivered, Communications & Corporate Affairs Manager regualrly meeting with Leadership Team to agree key messages		
Employee Engagement			Director – Business Strategy and Change	Deputy Leader			May-22	Aug-22	Medium Risk	Lack of enagement from individual directorates in identifying required actions	On Track- little or no slippage	NC 1/7/22 - All Employee Engagement results broken down to directorate level basis and respective DMT's briefed on the figures	On Track- little or no slippage	NC 19/7/22 - Request sent to all directorates to identify the actions being put in place to respond to employee engagement survey feedback. 01/08/22 RI: Leadership Team discussion planned 30/08 to consider initial Council-wide repsonse and actions to EES.
Chief Executive Recruitment	OC.F2.0	Recruitment of Chief Executive	Commissioner	Leader of the Council				By Sept 2023	Medium Risk	Failure to recruit a suitable candidate leading to prolonged intervention	Complete		Complete	
Chief Executive Recruitment	OC.F2.1	Decision on the timescale to go out for advert for the permanent Chief Executive	Commissioner	Leader of the Council		Head of HR		Autumn 2022	N/A	N/A		Search proposals and recruitment schedule draft underway	On Track- little or no slippage	Search consultancy support engaged. Chief Officer Terms and Conditions Committee scheduled to meet 28 July to approve process. Creative marketing campaign planning underway.
Chief Executive Recruitment	OC.F2.2	Recruitment process takes place	Commissioner	Leader of the Council		Head of HR	Dates TBC following Autumn decision	Dates TBC following Autumn decision	N/A	N/A		Preparation underway to commence campaign from late summer - date TBD	On Track- little or no slippage	Schedule drafted, to be finalised following Chief Officer Terms and Conditions Committee meeting 28 July. On schedule for commencement (advert out) in August

# Theme 2- Corporate Oversight

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



Workstream				Owner				Dutes		Main Action Risk	Progress against plan	Evidence of status rating	Progress sesion clan	Evidence of status rating
	Ref	Static data Action	Director Lead	Cabinet Member	Other Leads	Update Owner (iii	Start date	Due date	Main Action	Description	plan Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (initial and Date) (July 2022)
						different)			Risk	berlamentalise data	,	,,,		(July 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	N/A	N/A	NIA	Change Control - change implementation date to August 2023
ERP	COA11	Cabinet approval for action plan to continue implementation of Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director-Law			Complete	N/A	contract.	Complete		Complete	
ERP	CDA12	Terminate implementation partner contract with InoApps	Director-Finance	Deputy Leader	Director- Business Strategy & Change Director-Law			Complete	N/A	N/A	Complete		Complete	
ERP	COAL3	Implement robust project management arrangements	Director-Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete	
ERP	COA14	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	
ERP	COALS	Project management training for all of project team, including Project Sponsors	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director-Law			Jul-22	N/A	N/A		initial cohort trained in project management. (DS 30/06/22)	On Track-little or no slippage	Further training to be arranged if required.
ERP	COALS	Procure new support provider to deliver Oracle Fusion	Director- Finance	Deputy Leader	Dusiness Strategy & Change Director-Law Director-			Jul-22	N/A	N/A	On Track-little or no slippage	Tender currently being evaluated. Due to be awarded in July. SH	Medium Progress- actual/ projected slippage of 1-2 months Medium Progress-	by 3 weeks due to need to financial evaluation - clarifications needed from bidders. SH 28/07/2022
ERP	COA17	Support provider in place and delivery commences	Director- Finance	Deputy Leader	Business Strategy & Change		Jul-22	Apr-23	N/A	N/A	On Track-little or no slippage	Tender currently being evaluated. Due to be awarded in July. SH	actual/ projected slippage of 1-2 months	As above.
Improvement Planning, Monitoring and Learning	CO.81.0	Single Improvement Plan Phase 1	Leadership Team	Leader of the Council			Mar-22	Jun-22	Low Risk	P approved by Council in June. Remaining risks relate to effective progress monitoring of the IP and submissions to Soc.	N/A	N/A	nja	N/A
Improvement Planning, Monitoring and Learning	COS1.1	Council approval of Improvement Plan	Leadership team	Leader of the Council		Strategic Lead: Service Improve ment		Jun-22	N/A	N/A	Complete		Complete	
Improvement Planning, Monitoring and Learning	CO.81.2	Commissioners Report prepared	Commissioners	Leader of the Council		Chief Of Staff- Commissi oner Team		by 22 June 2022	N/A	N/A	Complete		Complete	
Improvement Planning, Monitoring and Learning	CO.81.3	Commissioners Report to Secretary of State	Commissioners	Leader of the Council		Chief Of Staff- Commissi oner Team		by 22 June 2022	N/A	N/A	Complete	80 05.07.22: Complete and submitted. Awaiting formal response from DUSUC. Next submission to 5o5 due in December 2022	Complete	
Improvement Planning, Monitoring and Learning	CO.82.0	Single Improvement Plan Phase 2	Leadership team	Leader of the Council		Strategic	Jun-22	Jan-23	Low Risk	Risk relates to timely development and approval, and learning lessons from Phase 1	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	CO.82.1	Council approval of Improvement Plan Phase 2	Leadership team	Leader of the Council		Lead: Service Improve ment			N/A	N/A	Not due to start		Not this to start	
Improvement Planning, Monitoring and Learning	CO.83.0	Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council					Low Risk	development and approval linked to organisational culture theme	N/A	N/A	N/A	N/A
Improvement Planning, Monitoring and Learning	00.83.1	Develop a Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council			Autumn 2022	Spring 2023	N/A	N/A  Bisks relate to capacity to ambad 25ML Cruscil	Not due to start		Not this to start	
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Director- Business Strategy & Change	Deputy Leader		Strategic	Sep-22	Ongoing	High Risk	embed PMF. Council approval of resources in June. Recruitment underway.	N/A	N/A	n/a	N/A
Performance Management	00.01.1	Council approval of PMf	Director- Business Strategy & Change	Deputy Leader		Lead: Service Improve ment Strategic Lead:		Complete	N/A	N/A	Complete	Complete 8J 05.07.22: Preparations	Complete	Complete
Performance Management	CO.C1.2	Q1 performance report	Director- Business Strategy & Change	Deputy Leader		Lead: Service Improve ment		Aug-22	N/A	N/A	On Track-little or no slippage	BJ 05.07.22: Preparations underway and on track for Q3 report to be made to Cabinet in September.	On Track-little or no slippage	RJ 18.07.22: Preparations underway and on track fo Q1 report to be made to Cabinet in September.
Management Performance Management	CO.C2.1	Budget Moniboring  Report format agreed by Leadership Team	Director-Finance	Deputy Leader Deputy Leader			Mar-22	Ongoing Complete	Low Risk	On track	N/A Complete	N/A Complete	N/A Complete	N/A Complete
Performance Management	CO.C2.2	Q1 budget report to Leadership Team, Cabinet and Scrutiny	Director- Finance	Deputy Leader				Aug-22	N/A	N/A	On Track-little or no slippage	Not yet due	On Track-little or no alippage	On track
Performance Management Organisational	CO.C2.3	Monthly Budget monitoring	Director- Finance	Deputy Leader				Ongoing	N/A	N/A	On Track-little or no slippage	On track	On Track-little or no slippage	On track
Structure and Enabling Corporate Core	CO.D1.0	Restructuring	Leadership Team	Deputy Leader			Dac-20	Dec-22		Not yet rated	N/A	N/A This work is progressing, however requires	n(a	N/A
Organisational Structure and Enabling Corporate Core	CO.D1.1	Orectorate Level restructuring	Director- Business Strategy & Change	Deputy Leader		Head of						designated ownership and oversight Requested decision that Director of Business		As per June update. Decisis req'd by Lishp Team 04/08/ regarding ownership of the action and to provide risk
						HR			N/A	N/A	On Track-little or no slippage	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	action and to provide risk score.
Organisational Structure and Enabling Corporate Core Organisational	CO.D.2.0	Embedding Finance Business Partner role	Director-Finance	Deputy Leader		HR	Jan-22	Aug-22	N/A Low Risk	N/A On track	no slippage	also embedding the organisational design principles put forward at Leadership Team by the Head of HR.	On Track-little or no all ppage	action and to provide risk score.
Corporate Core Organisational Structure and Enabling Corporate Core Organisational	CO.D2.1	Restructure of financial services section to provide a greater focus on business partnering completed	Director-Finance	Deputy Leader		HR	Jan-22	Jun-22	Low Risk	N/A On track	no slippage  N/A  On Track-little or no slippage	also embedding the organisational design principles put forward at trademlp Team by the Head of HR.  N/A.  Bestructure approved and arplemented.  Budget Holder coles.	slippage	N/A
Corporate Core Organisational Structure and Enabling		Restructure of financial services section to provide a greater			Finance Improvement Manager	Finance improve	Jan-22		Low Risk	30/A On track 31/A 31/A	no slippage	also embedding the organisational design principles put forward at Leadership Team by the Head of HR.	slippage	score.
Cerporate Core Organisational Structure and Enabling Corporate Core Organisational Structure Organisational Structure Core Organisational Structure Core Organisational Structure Core Organisational Structure	CO.D2.1 CO.D2.2	Restructure of financial services section to provide a greater flocus on business partnering completed  Expectations on financial services section established  Workforce development claim inclinemented for financial services	Director-Finance	Deputy Leader Deputy Leader	finance Improvement Manager France Improvement Manager	Finance improve ment Manager Finance improve ment	Jan-22	Jun-22 Jun-22	Low Rink N/A N/A	N/A On track N/A N/A N/A	no slippage  N/A  On Track-little or no slippage  On Track-little or no slippage  On Track-little or no slippage	also embedding the organisational design principles put forward at tradership Team by the Itead of HR.  No. A. St.	N/A  Complete  Complete  Complete  Control little or no	N/A Complete Complete
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## Theme 3 -Strategic Direction

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



													July Update	
		Static data		Owners			Dates	N	lain Action Risk	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Update Other Leads Owner (if different)	Start date	e Due date	Main Action Risk	Description		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		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 managament 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.	
	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 preperation 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 Manage Strategi c Asset & Land		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	

			1	1			1						
			Director-		Service Manager-								
Strategy	SD.A2.1	Work Place Vision	Regeneration &		Strategic			N/A	N/A	N/A	N/A	N/A	N/A
development and refresh			Growth	Cabinet Member for Regeneration and Growth	Asset & Land								
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 WPV. 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		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 Procurem ent Strategy Manager	Autumn 2021	Jul-22	Low Risk		N/A		N/A	
Strategy development and	SD.A4.1	Procurement & Contract Procedure Rules approved	Director- Finance	Deputy Leader	Interim Procurem ent Strategy		May-22	N/A	N/A	On Track- little or no slippage	September following Governance	Complete	Completed - approved at July Council
refresh  Strategy development and refresh	SD.A4.2	Training developed	Director- Finance	Deputy Leader	Interim Procurem ent Strategy Manager	Aug-22	Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Working Group 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 Procurem ent 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	Change control - change target date to October 2022
	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. RI 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		One business stream developed. Others to be revisited after training.		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 wil now be procured.	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	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 Eqaulity 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	or no slippage	Progressing the establishment of the two new networks		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		On Track- little or no slippage	Ongoing. No issues arising.

											Equalities Policy		
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	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.		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/projecte d slippage- more than 2 months	e As above	actual/projected	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		On Track- little or no slippage	Work is underway and is on track.
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.
Working	SD.C1.0	Developing a model for locality working	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	Mar-22	ТВС	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 Housi	Director – Business n Strategy and Change	Complet e	Complete	N/A	N/A	Complete	Complete	Complete	Complete
Working	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	Cabinet Member for Housi	Strategy and Change	Summer 2022	Summer 2022	N/A	N/A	Significant issues / actual/projecte d 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.
working	SD.C1.3	Customer Access Strategy Development Commences	Director- Housing	Cabinet Member for Housi		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 Housi	Director – Business n 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	SD.E1.0	Public Consultation to be carried out as part of budget process for 2023/24	Director- Finance	Deputy Leader	Director Business	Jan-22	Autumn 2022	Low Risk	On track	N/A	N/A	N/A	N/A
Engagement  Consultation and					Strategy and Change Director Business					On Track- little			

Consultation and Engagement	SD.E1.2	Public Consultation undertaken	Director- Finance		Director Business Strategy and Change	Autumi 2022	in Ai	utumn 2022	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 consulation launched.
Consultation and Engagement	SD.E1.3	Public Consultation outcomes inform budget setting	Director- Finance		Director Business Strategy and Change		Aı	utumn 2022	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			Director - Business Strategy and Change	Leader of the Council		Autum 2022	nn M	lay-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		Autumi 2022	n Aı	utumn 2022	N/A	N/A		Not due to start	ne singen	Launched in July.
Consultation and Engagement	SD.E2.2	First report from Resident's Survey	Director - Business Strategy and Change	Leader of the Council		Autumi 2022	in Ai	utumn 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		Autumr 2022	n M	lay-23	N/A	N/A		Not due to start		Not due to start

### Theme 4 - Decision Making

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



														July Update
		Static data		Owners			Date	es	N	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		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.8.2.1 and Oc.D.2.2 within Organisational Culture Theme) As individual constitutional changes are approved, training will be rolled out to follow. First approvable that a thyl Council.
Constitution and Governance	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.
Framework  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	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	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		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 discarrging 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		In place for SCT. Briefing note to Leadership Team will include guidance and lessons learnt in the event of future	Complete	
Role and Function o 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 o	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.	On Track- little or no slippage	As per June update. No issues arising. Clir 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 o	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 o 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 o Scrutiny and Audit	DM.C.2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader			Dec-21	Sep-22	Medium Risk	If we don't implement scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A
Role and Function or Scrutiny and Audit	DM.C2.1 f	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 o	DM.C2.2	Recommendations relating to Waste Contract concluded	Director- Borough Economy	Deputy Leader	Director- Law and Governan ce			Dec-22	N/A	N/A		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		Manage position on historic issues through work with ARAC chair	Director- Law & Governance	Deputy Leader	Dec-21	Ongoing	Low Risk		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.		As per June update. No issues arising.
Role and Function of Scrutiny and Audit		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 back citing capacity issues and were either reordread or a minic competition has been undertaken. All contracts have now been offered and arm own been offered and accepted. Lessons learnt regarding procurement exercises to take place.

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Change Control

Next discussion- 4 August 2022

 Doc type
 Change Control

 Project
 Sandwell Council

 Improvement Plan
 Start date

 Jun-22
 Jun-22

 Owner
 Leadership Team

To be completed by action owner If date change is required please state from and to Change Change date Change date Change/ Impact of change (incl. any Date actions/ plan Action Title Owner Type of Change Decision Status Action taken Theme Raised dependencies)/ Reason for change amonded Start date to read October-22 (in line with Approval of any changes to scrutiny (if conclusion of scrutiny review), end date 2023 Director- Law & 13 Decision Mak DM.C1.3 1/08/2022 Mistake on Document Jul-22 2023 required following review) specific timescale for implementation will be Governance determined once review concluded) Develop Health & Wellbeing Strategy Partnership & that builds on existing whole system Director-Adult change reference number to match workstream 22 Relationships R.C2.0 02/08/2022 Mistake on Document n/a n/a Approve approach to addressing health Social Care PR C1 3 inequalities Test adequacy of partnerships and 23 Partnership & Relationships ntegration through Health Outcomes irector-Adult change reference number to match workstream PR.C2.1 02/08/2022 Mistake on Document n/a n/a Approve ramework and system-wide thematic Social Care PR.C1.4 deep dives DW- Error- Action placed in the wrong theme and workstream- needs to move to Partnership DW- Moved to Partnerships and relationships C R1 2 30/06/2022 Mistake on Document n/a and relationships. Reference numbers in PC.B1 ference numbers in PC.B1 section 20/06/202 Commercial ection to be changed. ference number : PR.A1.4 New reference number : PR.A1.4 Slippage as Revenues and Benefits SM has been Cornorate Review of cornorate debt recovery Change to delivery timescales (actions focusing on Energy Rehate and Household CO.D3.3 Director- Finance 06/07/22 Jun-22 Support Fund schemes due to government Oversight processes completed and milestones) policies. Change to October 2022. A new action will be added to the Corporate Due date of June 22 to be revised, 2 stage Change to delivery timescales (actions Corporate CO.D3.2 Review of internal charges Director- Finance 27/07/22 Jun-22 Oct-22 Oversight theme meaning a revised date is not Oversight and milestones) process. Stage 1 complete required for this action. Evaluation period extended by 3 weeks due to 16 Corporate Oversight Procure new support provider to deliver Change to delivery timescales (actions CO A1.6 Director- Finance 01/08/2022 Jul-22 Aug-22 need to financial evaluation - clarifications Approve Oracle Fusion and milestones) needed from bidders. Slippage as Revenues and Benefits SM has bee 17 Corporate Oversight Review of corporate debt recovery Change to delivery timescales (actions focusing on Energy Rebate and Household CO.D3.3 Director- Finance 01/08/2022 Jun-22 Oct-22 Duplicate change control entry number 2 processes completed and milestones) Support Fund schemes due to government policies. Change to October 2022. 02/08/2022 Change to delivery timescales (actions and milestones) 24 Corporate Oversight Change implementation date. Date tbc following TBC CO.A1.0 Implement Oracle Fusion Director- Finance Apr-23 once Date is know this can be added to the IP monitoring tool appointment of provider. Approval to change decision making thresholds took place in July. Further revisions to Fin Regs Change to delivery timescales (actions and milestones) 01/08/2022 12 Decision Making DM.B1.3 Revised Financial Regs Agreed Director- Finance Jul-22 Oct-22 being prepared for Council in October. Content of Management Development Programme to be sequenced accordingly 27/07/2022 Change to delivery timescales (actions Director -Organisational Revision of dates to link the Corporate Induction Revision of Corporate Induction Business Strategy Jul-22 Feb-23 Culture and milestones) to the overall OD strategy and plan. and Change Revise delivery date from October to November Annual Refresher on Cornorate 27/07/2022 Change to delivery timescales (actions for Annual Refresher of Code of Corporate Organisational Director- Law & OC.D2.5 Governance Training and Inclusion in Oct-22 Nov-22 Governance to reflect plans for training to take Culture Governance and milestones) New Member Induction place in November (ahead of December Council approval) 14 Partnership & Relationships Director- Children Change to delivery timescales (actions The contract review process requires a revised PR.A1.5 Contract Review with DfE 01/08/2022 May-22 Nov-22 Approve and Education and milestones) end date to Novemeber 22 Action to be concluded in the autumn now that Director- Children 15 Partnership & Relationships Change to delivery timescales (actions more flexibility (due to Ofsted visit having taken PR.A1.4 Review of Contract concludes 01/08/2022 Summer 22 Autumn 22 and Education and milestones) place), to align with the DfE schedule, and as we don't wish to evoke break clause. C Co have delivered training and progressing Strategic Change to delivery timescales (actions with business case development. Strategy is in 18 Decision SD.A5.1 Commercial Strategy Approved Director- Finance 01/08/2022 Jul-22 Oct-22 Approve and milestones) draft but will be reviewed following the above and approved by LT. C Co are now developing business cases 19 Strategic Decision Business Cases Presented for Change to delivery timescales (actions SD A5 2 Director- Finance 01/08/2022 .lun=22 Oct-22 Annrove foollowing the workshops and training. commercial workstreams and milestones) Strategic Change to delivery timescales (actions 20 Decision SD.D1.1 MTFP Review concluded On track for September Cabinet Director- Finance 01/08/2022 Jul-22 Sep-22 Approve and milestones) Slippage to timescales- Equalities Policy has Change to delivery timescales (actions Strategic Director- Law & 13/07/2022 SD B1 4 Oct-22 Approve Equality Policy reviewed .lun=22 been reviewed. Draft being prepared for new Decision and milestones) Governance Faualities Policy Strategic Director- Law & Change to delivery timescales (actions Due to be presented to Council in October. 2 6 Decision SD B1.5 27/07/22 Jul-22 Oct-22 Equality Policy approved Approve Governance and milestones) phase approach. Revise end date. Compliance review completed Strategic Director of Change to delivery timescales (actions in April . 2nd action is procurement of stock SD.A6.1 28/07/22 Review of compliance and stock data May-22 surveys (they will be completed June 2023), Add Decision Housing and milestones) new action

21	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		
11	Strategic Decision	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	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		
10	Strategic Decision	SD.A2.5	Options for hub locations identified	Director- Regeneration and 01/08/2022 Growth	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
25	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		
26	Procurement & Commercial	PC.C2.3	(Asset management) Implementation		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		
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