

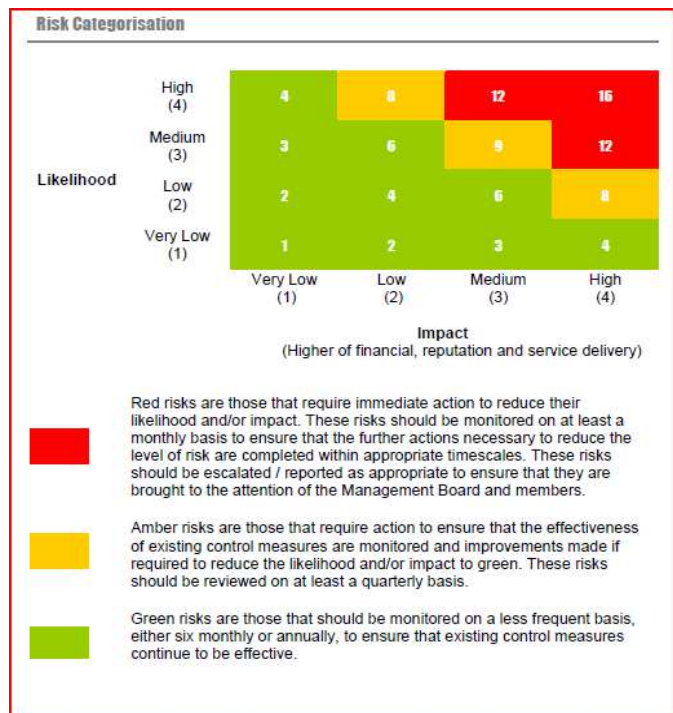


# IMPROVEMENT PLAN

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

## Action Risk Score (Use Corporate Risk Matrix)

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



Theme 1 -Organisational Culture

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

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

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

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





Theme 2- Corporate Oversight

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

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



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

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

Theme 3 -Strategic Direction

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

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

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

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



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

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

Theme 4 - Decision Making

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

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

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

Theme 5- Procurement & Commercial

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



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

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

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

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

Theme 6-Partnerships & Relationships

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

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



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