

## Improvement Plan Theme Progress Summary October 2022

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
<b>Organisational Culture</b>	<p><b>Summary Statement:</b></p> <p>Progress is being made across all workstreams. Slippage is being experienced in a couple of areas that are classed as medium risk one of which is due to the impact of the by-election. In addition there is some slippage relating to the establishing the desired organisational culture (which is rated as a green risk).</p> <p>Of the 16 main action areas, there are:</p> <ul style="list-style-type: none"> <li>• zero main actions with a red risk rating,</li> <li>• 7 main actions with an amber risk rating,</li> <li>• 9 main actions with a green risk rating.</li> </ul> <p>Of the 7 actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 3 live sub-actions to deliver the action are on track</li> <li>• 2 sub-action have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> <li>○ <b>Create the right environment for that organisational culture to thrive</b> <ul style="list-style-type: none"> <li>▪ Organisational Development Strategy and Plan Approved- being redefined as Workforce</li> </ul> </li> </ul> </li> </ul>	<p>October</p> <ul style="list-style-type: none"> <li>• Member Development programme part of BAU</li> <li>• Final interview for CEx taken place</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>• CEx long-list interviews undertaken</li> <li>• 4 sessions between Members and Officers with LGA have taken place</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>• CEx recruitment out to advert</li> <li>• Training provider in place for Directorship</li> </ul>	<ul style="list-style-type: none"> <li>• Part 2 engagement – determining desired culture - August – December 2022- <b>Commenced</b></li> <li>• Corporate Governance Training Delivery - Autumn 2022 - <b>Commenced</b></li> <li>• Approval of document / statement setting out desired organisational culture – <b>On track for Jan 2023</b></li> <li>• Organisational Development Strategy and Plan Approved – <b>On track for March 2023</b></li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Strategy. This is dependent on the outcomes of the culture listening groups which will conclude in October.</p> <ul style="list-style-type: none"> <li>○ <b>Design and deliver Corporate Governance Training for Members:</b> <ul style="list-style-type: none"> <li>▪ *Effective decision-making training- (delay of Council date due to by-election)</li> </ul> </li> <li>• 2 sub-actions have been marked completed this month. These actions relate to: <ul style="list-style-type: none"> <li>○ <b>Ward and Casework</b> <ul style="list-style-type: none"> <li>▪ Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process forward and casework (linked to desired organisational culture)</li> </ul> </li> <li>○ <b>Deliver Member Development Programme including Finance Training Programme</b> <ul style="list-style-type: none"> <li>▪ Deliver Member Development Programme</li> </ul> </li> </ul> </li> <li>• 1 main action has been marked complete this month: <ul style="list-style-type: none"> <li>○ <b>Actions to respond to employee survey outcomes to be identified and embedded in improvement plan</b></li> </ul> </li> <li>• 2 sub-actions are not yet due to commence</li> </ul>	<ul style="list-style-type: none"> <li>and Trusteeship Training</li> <li>• Organisational Culture Champion training commenced</li> <li>• Listening groups scheduled and invites to 460 employees issued</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of Permanent Chief Executive- <i>On track for Nov 2023</i></li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>• Budget Holder Role Profile Approved</li> <li>• Employee Engagement Survey Report</li> <li>• New Member Induction</li> <li>• Employee Engagement Survey Results</li> <li>• Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new</li> <li>• Municipal Year-Part 1 Engagement – Starting the Conversation</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p><b>Organisational Culture Workstream Updates</b></p> <p><b>Establishing Organisational Culture</b></p> <ul style="list-style-type: none"> <li>• Consultancy engaged.</li> <li>• Phase 1 engagement has been complete. Culture champions have been recruited and attended training. Listening sessions have been carried out. Survey to be issued October/November.</li> <li>• Outcome session to be held with LT November 22. Draft of document setting out the desired organisational culture will then be refined and work commence on workforce strategy.</li> </ul> <p><b>Officer Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Preparatory discussions are taking place for the revision of corporate induction</li> <li>• Guidance around decision making is being issued to Officers in October. Dates for training are being agreed.</li> </ul>		<ul style="list-style-type: none"> <li>• Scope of Corporate Governance Training approved</li> <li>• Member Development Programme approved</li> <li>• Corporate Governance Training – Procurement for delivery partner</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• Range of corporate governance training has been delivered linked to the constitutional approvals. <ul style="list-style-type: none"> <li>○ Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals.</li> <li>○ Procurement and Officer-Member behaviour training commenced as planned.</li> </ul> </li> <li>• A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the OD Strategy and Plan.</li> </ul> <p><b>Officer and Member Relationship</b></p> <ul style="list-style-type: none"> <li>• Regular meetings with Whips are being diarised.</li> <li>• Regular meetings with Group Leaders have been taking place and these have been meeting needs. Regular meetings between Cabinet and Leadership Team in place for Municipal Year</li> <li>• 1 more session to take place with Officers (Nov) and there will then be a report produced by LGA, identifying any further actions required.</li> </ul> <p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Member Development Programme in place and moved into regular business of the Ethical Standards and Member Development Committee.</li> <li>• Centre for Governance and Scrutiny are providing training on 28 Nov.</li> <li>• Effective decision-making training to be delivered in November/December to key officers (<i>delay due to Council date change</i>).</li> <li>• Annual refresher training of Corporate Governance training planned in November 22.</li> <li>• Forward Plan for All Member Briefings in place for new Municipal Year. Latest briefing took place 18 October</li> <li>• Leadership Team Review of All Member Briefings to ensure they are meeting needs. Briefing note will be compiled to report back on the last 12months as a closure report.</li> </ul> <p><b>Internal Communications</b></p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>Comms messages have taken place and training sessions held have reinforced the messages around the relationship.</li> <li>Director Live Events have taken place over Autumn. All Staff briefing taking place in November.</li> <li>Paper outlining comms on IP to date and future plans is being presented on 03/11</li> </ul> <p><b>Employee Engagement</b></p> <ul style="list-style-type: none"> <li>Leadership Team considered action plan in response to Employee Engagement Survey 18/10.</li> <li>EES specific action plan in place containing corporate actions and Directorate-specific actions.</li> <li>Actions around staff conference and formal employee recognition scheme have been added to OC.E2.</li> <li>EES Action plan will be monitored twice a year.</li> </ul> <p><b>Recruitment of Chief Executive</b></p> <ul style="list-style-type: none"> <li>Final interviews with Chief Officer Terms and Conditions Committee took place 20 October 2022; council ratification due 8 November</li> </ul>		
<b>Corporate Oversight</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams.</p> <p>Of the 11 main actions there is</p> <ul style="list-style-type: none"> <li>1 main action with a red risk rating,</li> <li>4 main actions with an amber risk rating</li> <li>6 actions with a green risk rating.</li> </ul> <p>Of the 1 main action with a red risk rating:</p> <ul style="list-style-type: none"> <li>All sub-actions are now complete with the Q1 report presented to Cabinet, Scrutiny and an All Member briefing. New actions are proposed for inclusion within this workstream.</li> </ul>	<p>October:</p> <ul style="list-style-type: none"> <li>Q1 Performance Management Report made to Scrutiny and at an All Member Briefing.</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>Q1 Performance Management Report made to Cabinet</li> <li>ERP Contract signing and mobilisation</li> </ul>	<ul style="list-style-type: none"> <li>All Directorate-level restructuring completed- On track for December completion of AD level.</li> <li>Oracle Fusion Implemented- In progress</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Of the 4 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 2 live sub-actions to deliver the action are on track</li> <li>• 1 sub-action has or will experience medium slippage or issues. This action relates to: <ul style="list-style-type: none"> <li>○ <b>Programme and Project Management:</b> Programme and Project Management System Implementation <ul style="list-style-type: none"> <li>▪ Further exploration taking place of Verto system to fulfil transformation programme needs</li> </ul> </li> </ul> </li> <li>• Zero sub-actions have been completed this month.</li> <li>• Zero sub-actions are not yet due to commence</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management training rolled out to key project members for Oracle Fusion</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>• ERP Contract Awarded</li> <li>• Financial Services new structure in place</li> </ul> <p>July:</p> <ul style="list-style-type: none"> <li>• Business process re-engineering resources have been approved.</li> </ul>	<p>Complete:</p> <ul style="list-style-type: none"> <li>• Establish Performance Management Framework</li> <li>• Improvement Plan approved</li> <li>• Procure new support provider to deliver Oracle Fusion</li> <li>• First Performance Management Report</li> </ul>
	<p><b>Corporate Oversight Workstream Updates</b></p> <p><b>ERP</b></p> <ul style="list-style-type: none"> <li>• Key project members have received training. Ongoing training to be arranged as needed in the future.</li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• Procurement complete and contract awarded</li> <li>• Support provider in place</li> <li>• New milestones to be added to Improvement Plan</li> </ul> <p><b>Improvement Planning, Monitoring and Learning</b></p> <ul style="list-style-type: none"> <li>• Commissioners report prepared and submitted to Secretary of State – next submission due in December 2022.</li> <li>• Awaiting formal response from DLUHC.</li> <li>• Initial scoping of work has commenced for the Continuous Improvement plan</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Q1 report considered by Budget and Corporate Scrutiny Management Board 13/10/22, and an All Member briefing on Q1 report being held 18/10/22.</li> <li>• Preparations underway for Q2 report to Cabinet in December.</li> <li>• Monthly Budget monitoring is taking place and report received by leadership team monthly.</li> </ul> <p><b>Organisational Structure and Enabling Corporate Core</b></p> <ul style="list-style-type: none"> <li>• KPIs and standards developed for financial services section by November</li> <li>• Review of corporate debt recovery processes underway covering multiple teams- completion date December 22.</li> <li>• C.Co in place to support finance transactional processes. Series of back office process reviews are being progressed through the Fusion Programme.</li> <li>• Approach to transformation being considered by LT 03/11/22</li> </ul> <p><b>Programme and Project management</b></p> <ul style="list-style-type: none"> <li>• Leadership Team approved governance and framework.</li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>In Nov, Leadership Team 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.</li> <li>Verto system is being looked at further exploration needed with a view to a pilot.</li> </ul>		
<b>Strategic Direction</b>	<p><b>Summary Statement:</b> Progress is being made, however some specific issues emerging around the EDI agenda along with the forthcoming decision to adopt the LGA equalities framework review are impacting on the ability to deliver on the actions to the original timescales. Slippage has also occurred against original timescales for the Commercial Strategy. Locality Working Workstream placed on hold and proposed creation of Customer Journey Workstream.</p> <p>Of the 13 main action areas, there are:</p> <ul style="list-style-type: none"> <li>zero actions with a red risk rating,</li> <li>6 actions with an amber risk rating,</li> <li>7 actions with a green risk rating.</li> </ul> <p>Of the 6 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>7 live sub-actions to deliver the action are on track</li> <li>4 sub-actions have or will experience medium slippage or issues (two of which are related to delays due to the by-election). These actions relate to</li> </ul>	<p><b>October</b></p> <ul style="list-style-type: none"> <li>Corporate Parenting Strategy Approved</li> <li>Review of MTFP concluded</li> <li>Microsite creation for information around priority projects for stakeholders launched</li> </ul> <p><b>September:</b></p> <ul style="list-style-type: none"> <li>Equality policy review complete</li> <li>First Resident's Survey completed</li> </ul>	<ul style="list-style-type: none"> <li>Approval of Medium-Term Financial Plan and Capital Strategy- <b>on track for November Cabinet</b></li> <li>Corporate Procurement Strategy – <b>Commenced</b></li> <li>Commercial Strategy <b>Commenced</b></li> <li>Regular Resident Survey in place- <b>2022 budget consultation and Residents' survey completed. Plans to sustain approach being developed</b></li> </ul>



Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>○ <b>Corporate Asset Management Strategy Development</b> <ul style="list-style-type: none"> <li>▪ *Corporate Asset Management Strategy Approved <i>(delay due to by election)</i></li> </ul> </li> <li>○ <b>Develop and Implement the Commercial Strategy</b> <ul style="list-style-type: none"> <li>▪ Commercial Strategy Approved</li> <li>▪ Business Cases Presented               <ul style="list-style-type: none"> <li>• Commercial Opportunity Assessment report to be received by Leadership Team.</li> </ul> </li> </ul> </li> <li>○ <b>Equality and Diversity</b> <ul style="list-style-type: none"> <li>▪ Continue to embed Equality, Diversity and Inclusion (EDI) staff networks</li> <li>▪ Continue to deliver on Equalities Commission Board priorities</li> <li>▪ *Equality Policy approved- Scheduled for Nov 22 <i>(delay due to by election)</i></li> </ul> </li> <li>• Two sub-actions have or will experience significant slippage or issues.           <ul style="list-style-type: none"> <li>○ <b>Equality and Diversity</b> <ul style="list-style-type: none"> <li>▪ Review of Council EDI decision making process</li> <li>▪ Equality, Diversity and Inclusion Strategy approved</li> </ul> </li> </ul> </li> <li>• 6 sub-actions have been marked complete this month</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Consultation Completed</li> </ul> <p><b>July:</b></p> <ul style="list-style-type: none"> <li>• Corporate Procurement Strategy approved</li> <li>• Budget Consultation Launched</li> </ul>	<ul style="list-style-type: none"> <li>• Equalities Policy approved- <b>on track for November approval</b></li> <li>• Equality, Diversity and Inclusion Strategy approved- <b>Autumn 2023</b></li> <li>• Corporate Asset Management Strategy Approved- <b>On track for November Cabinet</b></li> <li>• HRA 30 Year Business Plan approved- <b>On track for Spring 2023</b></li> <li>• Model for Locality Working Approved- <b>On hold and incorporation within Customer Journey Workstream.</b></li> </ul> <p>Complete:</p>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>○ <b>Corporate Asset Management Strategy Development</b> <ul style="list-style-type: none"> <li>▪ Confirmation of funding for remaining Workplace Vision components</li> </ul> </li> <li>○ <b>Refresh Corporate Parenting Strategy</b> <ul style="list-style-type: none"> <li>▪ Re-focusing of strategic priorities</li> <li>▪ Corporate Parenting Strategy approved</li> </ul> </li> <li>○ <b>Equality and Diversity</b> <ul style="list-style-type: none"> <li>▪ Review approach to Equality Impact Assessments</li> </ul> </li> <li>○ <b>Incorporate Public Consultation Results into Performance Management Framework</b> <ul style="list-style-type: none"> <li>▪ First report from Resident's Survey</li> </ul> </li> <li>○ <b>Developing a model for locality working</b> <ul style="list-style-type: none"> <li>▪ Customer Access Strategy Development Commences</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• 1 sub-actions are not yet due to commence</li> </ul> <p>1 sub action has been placed on hold:</p> <ul style="list-style-type: none"> <li>○ <b>Developing a model for locality working</b> <ul style="list-style-type: none"> <li>▪ Pilot of Town Co-ordinator role commences</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Approval of Communications and Corporate Affairs Strategy</li> <li>• Approval of Regeneration Strategy and Pipeline-</li> <li>• Early Help Strategy approved and launched</li> <li>• Public Consultation to be carried out as part of budget process</li> <li>• Corporate Parenting Strategy Refresh Approved</li> </ul>
	<p><b>Strategic Direction Workstream Updates</b></p> <p><b>Strategy Development and Refresh</b></p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• <b>Regen Strategy and Pipeline:</b> First update report across the 63 projects in the pipeline being compiled. Aiming for scrutiny and Cabinet in November/December <ul style="list-style-type: none"> <li>○ Discussions ongoing around capacity and expertise to deliver pipeline.</li> <li>○ Software procurement not taken place yet. Demonstration is due in October</li> <li>○ Microsite created and launched at the end of October.</li> </ul> </li> <li>• <b>Corporate Asset Management Strategy:</b> Workplace vision has been closed. New Corporate asset management strategy due to Cabinet in November (including surplus assets report). Options for hub locations actions has been incorporated within the customer Journey workstream.</li> <li>• <b>Commercial Strategy:</b> Assessment Report received. To be reviewed by Leadership Team and then Commercial Strategy can be updated to reflect opportunities to be taken forward.</li> <li>• <b>Corporate Parenting:</b> The strategy has been circulated and agreed by corporate parenting board members.</li> <li>• <b>HRA Business Plan:</b> Draft plan is due at Safer neighbourhoods and active communities Scrutiny Board on 1 Nov. On track for Cabinet in February. Procurement of stock condition surveys due to go to tender November 22</li> </ul> <p><b>Equality and Diversity.</b></p> <ul style="list-style-type: none"> <li>• Review of council EDI decision making process – this focused on the EIA Review which has been completed and the updated EIA form and guidance is being uploaded onto the intranet</li> <li>• Approval of EDI strategy - Significant slippage in relation to two components of EDI workstream due to adoption of LGA Equalities Framework leading to pushing back original timescales. Timescales agreed to be reprofiled through October's change control. This is referenced in the report going to Cabinet seeking approval of the equalities policy – but also seek approval of using the LGA Equalities Framework.</li> <li>• Continue to embed Equality, Diversity and Inclusion (EDI) staff networks – Ongoing work – some networks are functioning better than others;</li> <li>• Continue to deliver on Equalities Commission Board priorities. EDI legacy issues are resurfacing which is impacting on operation of staff networks and delivery on Equalities Commission Board priorities. Report due to</li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p>Leadership Team in coming weeks. All these actions will be swept up as part of the LGA Equalities Framework.</p> <ul style="list-style-type: none"> <li>*Equality Policy approved- Scheduled for Nov 22 (delay due to by election)</li> </ul> <p><b>Locality Working</b></p> <ul style="list-style-type: none"> <li><b>Workstream proposed to be closed and actions incorporated within Customer Journey Workstream.</b></li> <li>Pilot of town co-ordinator role was unsuccessful and placed on hold.</li> </ul> <p><b>Medium Term Financial Plan &amp; Capital Strategy</b></p> <ul style="list-style-type: none"> <li>The Approval of MTFP and Capital Strategy has been pushed to the November Cabinet (delay due to by election). On track</li> </ul> <p><b>Consultation and Engagement</b></p> <ul style="list-style-type: none"> <li>Budget consultation, residents survey and SHAPE survey being used to inform business planning and budget setting. Proposal for regular surveys due in November</li> </ul>		
<b>Decision Making</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams.</p> <p>Of the 7 main actions there are:</p> <ul style="list-style-type: none"> <li>zero main actions with a red risk rating,</li> <li>5 main actions with an amber risk rating,</li> <li>2 main actions with a green risk rating.</li> </ul> <p>Of the 5 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>4 live sub-actions to deliver the action are on track</li> </ul>	<p>October:</p> <ul style="list-style-type: none"> <li>ARAC recommendations and report into SEND transport complete</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>SEND procurement exercise undertaken in line</li> </ul>	<ul style="list-style-type: none"> <li>Review of scrutiny arrangements- <b>On track for Nov Council.</b></li> <li>Council Decision on options for alternative election cycle- <b>Due Nov 2022</b></li> <li>Revised Financial Regulations agreed-</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• 4 sub-actions have or will experience medium slippage or issues. All bar one relate to delays due to the by-election:               <ul style="list-style-type: none"> <li>○ <b>In-depth review and revision to Corporate Governance Documents</b> <ul style="list-style-type: none"> <li>▪ *Effective Decision-Making Training- (delay due to by election)</li> <li>▪ *Revised Scheme of Delegations agreed- (delay due to by election)</li> <li>▪ Revised Financial Regs agreed                   <ul style="list-style-type: none"> <li>• Slippage relates to the remaining areas of the Financial Regulations that need reviewing. This will slip to December Council. As the key changes were approved in July, the risk and impact of the slippage of the outstanding bits is very low.</li> </ul> </li> </ul> </li> <li>○ <b>Refresh decision making-arrangements including the role of Scrutiny</b> <ul style="list-style-type: none"> <li>▪ *Review of scrutiny arrangements- (delay due to by election)</li> </ul> </li> </ul> </li> <li>• 1 sub-action has or will experience significant slippage or issues. These actions relate to:               <ul style="list-style-type: none"> <li>○ <b>In-depth review and revision to Corporate Governance Documents</b> <ul style="list-style-type: none"> <li>▪ Revised Council Procedure Rules. <i>This is Red rated due to an error in July's commentary and omission</i></li> </ul> </li> </ul> </li> </ul>	<p>with contract procurement rules</p> <ul style="list-style-type: none"> <li>• Contracts now live</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>• Consultation launched re 4-yearly election cycle</li> </ul>	<p>On track for December</p> <ul style="list-style-type: none"> <li>• Revised scheme of Delegations agreed- due for approval in November</li> <li>• Approval of any changes to scrutiny (if required following review)- From Nov</li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>• Options Paper to Leadership Team for 4 yearly election cycle</li> <li>• Scrutiny work planning event</li> <li>• Revised Procurement and Contract Procedure Rules agreed</li> <li>• Revised Council Procedure Rules</li> <li>• Revised Sale of Land and Buildings Protocol</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<p style="text-align: right;"><i>from change control. Due for Council approval in November/December.</i></p> <ul style="list-style-type: none"> <li>• 1 sub-action is marked complete this month. This action relates to: <ul style="list-style-type: none"> <li>○ <b>ARAC report and recommendations in relation to SEND Transport</b> <ul style="list-style-type: none"> <li>▪ Completion of report and recommendations</li> </ul> </li> </ul> </li> <li>• zero sub-actions are not yet due to commence</li> </ul>		<ul style="list-style-type: none"> <li>• Implementation of Scrutiny Recommendations for SEND (Special Educational Needs and Disability) Transport and Waste</li> <li>• Completion of ARAC report and recommendations in relation to governance issues raised (SEND Transport, Waste Contract)</li> </ul>
	<p><b>Decision Making Workstream Summary</b></p> <ul style="list-style-type: none"> <li>• <b>4 Yearly Election Cycle</b> <ul style="list-style-type: none"> <li>• Final decision report due at Council in November. (delay due to by election)</li> </ul> </li> <li>• <b>Constitution and Governance Framework</b> <ul style="list-style-type: none"> <li>• Training to be rolled our beginning of November/December 22 after approval at Council in November 22 of further constitutional changes. (delay due to by election)</li> <li>• Refresh of financial regulations will be presented to full Council in December.</li> </ul> </li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>Revised scheme of delegation being prepared for Council in November</li> </ul> <p><b>Role and function of Scrutiny and Audit</b></p> <ul style="list-style-type: none"> <li>Review of scrutiny arrangements are ongoing and due to be reported to full Council in November. LGA have been complimentary around scrutiny arrangements</li> <li>Scrutiny work plans have been agreed and workplans are in the process of being delivered.</li> <li>Follow up discussion due to take place in October to manage the position on historic issues with ARAC chair.</li> <li>Survey to Scrutiny and Audit Members, and Officers attending Committees conducted over September. Findings were reported to IPRM 6 October. Surveys will continue to be sent out after meetings and reported quarterly.</li> </ul>		
<b>Procurement &amp; Commercial</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams. Implementation of a corporate performance management system is rated as low risk but is experiencing a significant level of slippage.</p> <p>Of the 11 main actions there are:</p> <ul style="list-style-type: none"> <li>zero actions with a red risk rating,</li> <li>7 actions with an amber risk rating,</li> </ul>	<p>October:</p> <ul style="list-style-type: none"> <li>Review of Serco Contract Complete</li> <li>Street Cleansing revised plan approved at Waste Board.</li> </ul>	<ul style="list-style-type: none"> <li>SEND Transport Contract Monitoring arrangements in place- <b>Due in January</b></li> <li>Arrangement in place for future delivery of leisure services- <b>May 2023</b></li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• 4 actions with a green risk rating</li> </ul> <p>Of the 7 actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 3 live sub actions are on track</li> <li>• 1 sub-actions have or will experience medium slippage or issues. This action relate to: <ul style="list-style-type: none"> <li>○ <b>Lion Farm Options Agreement:</b> Implement approved way forward: <ul style="list-style-type: none"> <li>▪ Papers have been submitted to the external party that will conduct the expert determination. Update required at IPRM</li> </ul> </li> </ul> </li> <li>• 1 action with a green risk rating is experiencing a significant level of slippage: <ul style="list-style-type: none"> <li>○ Corporate Performance Management System – not progressed past soft market testing due to project management capacity.</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• 4 sub actions have been completed this month. These relates to <ul style="list-style-type: none"> <li>○ <b>Review of the Serco contract</b></li> <li>○ <b>Street Cleansing Recovery Plan</b> approved by Waste Management Board</li> <li>○ <b>Implementation of recommendations from Audit and Scrutiny in relation to SEND Transport:</b> Recommendations related to procurement embedded in procurement process, and ARAC recommendations implemented</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• Zero sub-actions have not yet been rated.</li> </ul>	<ul style="list-style-type: none"> <li>• LATC Chief Officer recruitment underway</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>• Lion Farm: Responsibilities of both council and developer clarified within formal documentation</li> <li>• SEND Transport Contract has gone live</li> </ul> <p>July:</p> <ul style="list-style-type: none"> <li>• SEND contract awarded</li> <li>• Cabinet decision on future delivery of leisure services</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet replacement complete- <b>Mid 2023</b></li> <li>• Implementation of Asset Management System- <b>On track for December completion</b></li> <li>• Lion Farm report to Cabinet on determination of position of developer- date tbc as part of the ED process</li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>• Termination notice for SLT contract approved by Cabinet</li> <li>• Revised contract governance arrangements in place for Serco contract</li> <li>• Asset Management System Procured</li> </ul>



Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>3 sub actions are not due to start</li> </ul>		<ul style="list-style-type: none"> <li>SEND Transport procurement published</li> <li>Waste and Recycling recovery plan implementation</li> <li>Option appraisal for future leisure management options</li> <li>Street Cleansing Recovery Plan Approved</li> <li>Serco contract performance reporting embedded in PMF</li> <li>Review of Serco contract completed</li> <li>New SEND Transport contract in place</li> </ul>
	<p><b>Procurement and Commercial Workstream Summary</b></p> <p><b>Waste Contract:</b></p> <ul style="list-style-type: none"> <li>Frith contract review in progress supported by Serco &amp; SMBC officers.</li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• Recommendations review is underway and briefing to Cabinet member planned for early November 2022.</li> <li>• Street Cleansing Recovery plan presented to Waste Board 19 October 2022</li> <li>• Fleet replacement programme is in delivery phase with dates into 2023.</li> </ul> <p><b>SEND Transport:</b></p> <ul style="list-style-type: none"> <li>• All new contracts issued and accepted by operators new framework commenced 1.9.22</li> <li>• Contract monitoring arrangements to be confirmed in January 2023</li> <li>• Recommendations from Children &amp; Education Scrutiny Board are being monitored</li> <li>• 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.</li> <li>• Lessons Learnt from SEND Transport procurement 2 being captured.</li> </ul> <p><b>New System Procurement:</b></p> <ul style="list-style-type: none"> <li>• Initial market testing for Performance Management System and demonstration complete. Not progressed past soft market testing. Size and scale of system to be considered.</li> <li>• Asset Management System is procured and implementation is on track for December 2022.</li> </ul> <p><b>Lion Farm:</b></p> <ul style="list-style-type: none"> <li>• Approved way forward is being implemented, papers have been submitted to the external party that will conduct the expert determination.</li> <li>• Formal document detailing the respective roles and responsibilities of Council and developer.</li> </ul> <p><b>Leisure Contract:</b></p> <ul style="list-style-type: none"> <li>• Decision made by Cabinet to transfer services to LATC (Local Authority Trading Company)</li> <li>• Implementation phase has commenced.</li> <li>• Chief Operating Officer recruitment in progress.</li> <li>• Further legal vehicle structure session undertaken with Cabinet Member.</li> </ul>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>Tax Advisors appointed.</li> </ul>		
Partnerships & Relationships	<p><b>Summary Statement:</b> Progress is being made across workstreams with some slippage in relation to the SCT KPI review, partnership structures around transition from children’s to adult’s</p> <p>6 sub actions have been closed this month</p> <p>Of the 6 main action areas, there are:</p> <ul style="list-style-type: none"> <li>zero actions with a red risk rating,</li> <li>5 actions with an amber risk rating,</li> <li>1 action with a green risk rating.</li> </ul> <p>Of the 4 actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>2 live sub-actions to deliver the action are on track</li> <li>3 sub-actions have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> <li><b>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</b></li> </ul> </li> </ul>	<p>October</p> <ul style="list-style-type: none"> <li>SCT contract performance embedded within PMF</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>Strategic Priorities form part of the Children &amp; Families Strategic Partnership (CaFSP) work programme.</li> <li>Health and Wellbeing Strategy approved</li> <li>Review of Grants completed</li> </ul>	<ul style="list-style-type: none"> <li>Review of SCT Contract concludes- <a href="#">due Autumn 2022 for commencement from April 2023.</a></li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>Regular cross-SMBC/SCT Leadership meetings</li> <li>City Region Sustainable Transport Scheme approved by CA Board</li> <li>Sandwell asks of trailblazer devolution deal agreed</li> <li>Officer &amp; Member representation agreed to key regional and sub-</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ KPI Suite reviewed and agreed - due to be complete December 2022 for implementation in April 2023.</li> </ul> </li> <li>○ <b>Review partnership structures within the ‘People’s sphere’</b> <ul style="list-style-type: none"> <li>▪ Partnership structures in relation to transition from children’s to adult’s services - review due to commence in November on the reviewing and remodelling of the pathway..</li> </ul> </li> <li>● 6 sub-action has been completed this month <ul style="list-style-type: none"> <li>○ <b>SCT</b> Performance reporting embedded within Council PMF</li> <li>○ <b>Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help service</b></li> <li>○ <b>Review partnership structures within the ‘People’s sphere’</b> <ul style="list-style-type: none"> <li>▪ Initial scoping of work with partners around partnership structures in the children’s sphere</li> <li>▪ Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives</li> </ul> </li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>regional meetings and clear</li> <li>● VCS Grants review update report to Leadership Team</li> <li>● Health and Wellbeing Strategy</li> <li>● SCT Contract performance reporting embedded within Council PMF-</li> <li>● Quarterly system-wide deep dives conducted for health inequality</li> <li>● VCS Strategy formation commences</li> </ul>

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>○ Relationship with Voluntary &amp; Community Sector (VCS) and Funding to Voluntary &amp; Community Sector. <ul style="list-style-type: none"> <li>▪ Corporate review of grant funding</li> </ul> </li> <li>• 1 sub-actions is not yet due to commence</li> </ul> <p><b>Partnerships and Relationships Workstream Summary</b></p> <p><b>Sandwell Children’s Trust</b></p> <ul style="list-style-type: none"> <li>• Performance reporting embedded within Council PMF</li> <li>• KPI Suite reviewed and agreed between Council and Trust by December 2022 ahead of implementation date 1/4/23.</li> <li>• Revised contract will commence on 1/4/23. Negotiations have commenced between the Council and the Trust.</li> <li>• Contract review DFE- The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction.</li> <li>• Assurance that approach to working together is effective is being supplied through the inclusion at Operational Partnership Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board.</li> </ul> <p><b>Regional and Sub Regional Presence</b></p> <ul style="list-style-type: none"> <li>• A number of actions complete</li> <li>• Attendance at and engagement within agenda issues at WMCA, ABCA and BCLEP is much improved and ongoing.</li> </ul> <p><b>Effective Local Structures</b></p>		

Theme	Summary	Achievements this period (Aug-Oct)	Key Milestones
	<ul style="list-style-type: none"> <li>• Transition from children to adult services -Meeting booked for November 22 to commence work on the reviewing and remodelling of the pathway. Going out to advert for a project lead. Following November meeting, actions to be decided and added to Improvement plan. ASC restructure will add a Learning Disability Team to the ASC structure which will assist with building the offer around transition for people with LD.</li> <li>• Health and Wellbeing Strategy complete and approved by both Health &amp; Wellbeing Board.</li> <li>• Deep Dives are being completed as planned and on time. SHCP Board and Integrated Care Board are regularly reviewing the progress of deep-dives, the outcomes from them, and any follow up actions needed</li> </ul> <p><b>VCS (Voluntary and Community Sector) Relationship</b></p> <ul style="list-style-type: none"> <li>• Review of grants complete as per timeline. Process to meet 2023/24 savings target agreed.</li> <li>• Strategy formation work has commenced</li> </ul>		