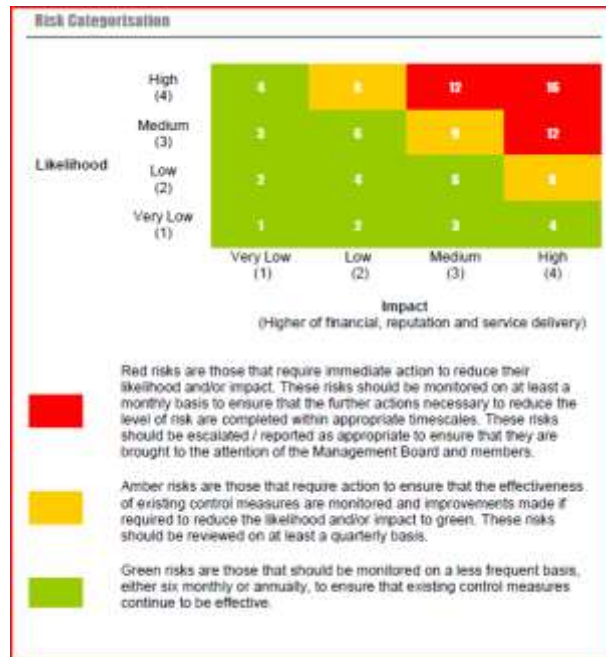


IMPROVEMENT PLAN

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
On hold	Action placed on hold due to different approach being considered	

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	>50% 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%-60% 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%-50% 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			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating		January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)	
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.A1.2	Phase 2 Engagement: Determining Desired Culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Aug 2022	Dec 2022	N/A	N/A		Do not update this month	On Track- little or no slippage	Outcome of listening exercise agreed by Leadership Team November and framework approach agreed December. Now in final stages of engagement and approval	
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	23-Jan	N/A	N/A		Do not update this month	Medium Progress- actual/ projected slippage of 1-2 months	Framework agreed with Leadership Team and engagement has been undertaken and continues with wider stakeholders. Due for Cabinet sign off 15 March	
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	Workforce Strategy approved	Director – Business Strategy and Change	Deputy Leader		Head of HR	22-Dec	23-Mar	N/A	N/A		Do not update this month	Medium Progress- actual/ projected slippage of 1-2 months	Scope and drafting has commenced. Many priority workstreams are already in progress. Working towards Cabinet sign off in May.	
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	
Establishing Organisational Culture	OC.A2.3	New action: Roll out of One Team framework	Chief Exec	Deputy Leader		Head of HR	TBC	TBC	N/A	N/A	New Action Added	new action	New Action Added	new action	
Officer Learning and Development	OC.B1.0	(close/Move) 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.B1.2	(close/move)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		Do not update this month	On Track- little or no slippage	Draft report completed outlining current induction process and induction resources and recommendations to make improvements to induction and onboarding experience.	
Officer Learning and Development	OC.B1.3	(close/move) Effective decision-making training	Director - Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jul-22	Dec-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Guidance delivered. Following constitutional approvals there is a need for a series of developmental work and training with Officers through the operational lens e.g. report writing. Training and development currently being scoped and intention to commence ahead of the Christmas break and will be delivered through to the end of the Municipal Year. Will require a change of due date to reflect programme delivery to end of Municipal Year.	Significant issues / actual/projected slippage- more than 2 months	Action Plan being developed detailing all requisite actions to embed the Constitutional changes. Plan will be completed by 31 Jan 2023. This includes changes to executive decision making and delegated decision making.	
Officer Learning and Development	OC.B1.5	(close/ move)Delivery of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		Autumn 2022	Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Sessions with Officers are being arranged for after Christmas. Focus has been on Member training.	Medium Progress- actual/ projected slippage of 1-2 months	Corporate Governance Training: Member and Officer training delivered by LGA. Next phase of training programme to be scoped by Law & Governance & Finance and agree support required by L&D.	
Officer Learning and Development	OC.B1.6	(close/move) Annual Refresher of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		TBC 2023	TBC 2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	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 (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
Officer Learning and Development	OC.B1.7	(close/move)Delivery of Directorships and Trusteeships Training	Director - Law & Governance	Deputy Leader	Director – Business Strategy and Change		Nov-22	Dec-22	N/A	N/A		Do not update this month	Medium Progress- actual/ projected slippage of 1-2 months	Training for members has been undertaken. Further training is being arranged for officers. Training will again be delivered after Annual Council to members who are appointed to Outside Bodies as Directors/Trustees.
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Lack of engagement from managers with the programme	N/A	N/A	N/A	N/A
Officer Learning and Development	OC.B2.1	Management and Development Programme Scope, Content and Budget Agreed	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	Head of HR HR Team Manager AD/ODD	Oct-22	April 23	N/A	N/A		Do not update this month	On Track- little or no slippage	Management Development: Management Development in scoping phase which will include; Manager Fundamentals.
Officer Learning and Development	OC.B2.4	Management Development Programme Delivery	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		23-Apr	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. B3.0	Officer Learning and Development	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Failure to deliver required training within agreed timescales				
Officer Learning and Development	OC.B3.1	New action: Revision of Corporate Induction	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	Head of HR	Autumn 2022	Feb-23	N/A		New Action Added		New Action Added	
Officer and Member Relationship	OC.C1.0	Continue regular weekly meetings between Cabinet Members and Leadership Team	Director - Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team				Low Risk	if formalised meeting structures aren't in place, opportunities may be missed for issues to be discussed. Other regular meetings are taking place.	N/A	N/A	N/A	N/A
Officer and Member Relationship	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director - Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team		May 2022	22-Nov	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Finding time in diaries an issue – meeting will take place in Jan 2023	Complete	Meetings with Group Leaders/Chief Whips and Statutory Officers have commenced and regular meetings diarised.
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.		Do not update this month	Complete	Complete. Mentoring Programme is ongoing
Officer and Member Relationship	OC.C4.0	New action: Assurance Activity to sustain positive Officer and Member Relationship	Director - Law & Governance	Leader of the Council			Jan-23		Low Risk	if insight is not collated/ regularly review around the health of the Officer and Member Relationship then opportunities will be missed to address issues and continuously improve			New Action Added	new action
Officer and Member Relationship	OC.C4.1	Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship	Director - Law & Governance	Leader of the Council			Jan-23		N/A				New Action Added	new action
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.D2.2	Effective decision-making training	Director - Law & Governance	Leader of the Council	Director- Finance		Jul-22	Dec-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	2 sessions held 22/11 focusing on code of corporate governance. Training around constitutional changes approved in November will be scoped and arranged as part of continuous improvement and delivered as part of Member Development Programme. Impact of training to date is evidenced by feedback on how Council meetings and Committee meetings are running and their improvement in effectiveness. (Will require a change of date to reflect programme delivery to end of Municipal Year.)	Significant issues / actual/projected slippage- more than 2 months	As per last month's update. Training will be rolled out through to end of Municipal Year. Change required to reflect delivery to end of Municipal Year. Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running.

		Static data					Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Evidence of status rating Update (Initial and Date)(January 23)
Member Learning and Development	DC.D2.4	Delivery of Corporate Governance Training	Director - Law & Governance	Leader of the Council	Director- Finance		Autumn 22	Dec-22	N/A	N/A	Complete	Complete	Complete	Complete
Member Learning and Development	DC.D2.5	Annual Refresher and inclusion in new Member induction	Director - Law & Governance	Leader of the Council	Director- Finance		Mar-23	summer 23	N/A	N/A	Not due to start	due mar 23	Not due to start	due mar 23
Member Learning and Development	DC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	Director - Law & Governance	Leader of the Council					Low Risk	Risk relates to insufficient forward planning leading to missed opportunities	N/A	N/A	N/A	N/A
Member Learning and Development	DC.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		Do not update this month		Briefing note to be scheduled as a closure report for .
Member Learning and Development	DC.D4.0	Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers	Director - Law & Governance	Leader of the Council			Jun-22	Jul-22	Low Risk	if there is insufficient knowledge and training for Chief Officers Terms and Conditions Committee, then recruitment and selection may result in an unsuitable appointment.	On Track- little or no slippage	Training delivered ahead of interviews for CEX. Discussion have taken place with HR and it has been agreed that training will form part of the induction training programme for Committees at the start of the Municipal Year	On Track- little or no slippage	Training delivered ahead of interviews for CEX. Discussion have taken place with HR and it has been agreed that training will form part of the induction training programme for Committees at the start of the Municipal Year
Member Learning and Development	DC.D5.0	Main action: Member development programme	Director - Law & Governance								New Action Added	new action	New Action Added	new action added
Member Learning and Development	DC.D5.1	New sub action: Approval of next iteration of MDP that includes actions as a result of Member PDP analysis	Director - Law & Governance	Ethical Standards and Member Development Committee			Mar-23	23-Mar	N/A		New Action Added	new action	New Action Added	new action added
Internal Communications	DC.E2.0	Deliver the communications strategy to assist with more effective internal communications	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Feb-22	Ongoing	Low Risk	Failure to deliver against strategy	N/A	N/A	N/A	N/A
Internal Communications	DC.E2.1	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 - Bostlin People e-bulletin (New)	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Ongoing	Monthly updates through IP	N/A	N/A		Do not update this month	On Track- little or no slippage	Internal comms activity is including Team Talk, Weekly comms and director live events . Preparations underway for final all staff briefing from KBD and preparations for first briefing from SL.
Internal Communications	DC.E2.2	Chief Executive's Comms Plan launch	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Spring 2023 TBC	TBC	N/A	N/A		Do not update this month	On Track- little or no slippage	Draft comms approach prepared outlining roles and responsibilities to aid understanding around the handover from KBD to SL. Wider discussion to follow re internal/external comms approach around handover.
Internal Communications	DC.E2.3	Develop proposal for all staff conference	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			TBC Aligned to CEX 100 day plan	TBC	N/A	N/A		Do not update this month	On Track- little or no slippage	Preparations underway for SL first live event. Plans for a staff conference will be discussed with SL.
Internal Communications	DC.E2.4	Formal Employee Recognition Scheme - approach and resources identified	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			TBC Aligned to CEX 100 day plan	TBC	N/A	N/A	Not due to start	Not due to start	On Track- little or no slippage	Initial data gathering has taken place to identify the options for Formal employee recognition Scheme. A questionnaire will be developed and shared with council employees to gather feedback to steer the package development.
Internal Communications	DC.E2.5	Continuous feedback on effectiveness of internal comms	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Ongoing	Quarterly Reporting Jan, Apr, July, Oct	N/A	N/A		Do not update this month	On Track- little or no slippage	Discussion takes place monthly with Directors at IPRM. Kept under ongoing review by comms team.
Internal Communications	DC.E2.6	New sub action : Regular comms activity around the scale of financial activities and how the organisation is addressing them.	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Jan-23	ongoing	N/A	N/A			New Action Added	new action added
Internal Communications	DC.E2.7	New sub action: Review social media policy and create guidance/ protocol for working with MPs	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Jan-23	23-Aug	N/A	N/A			New Action Added	new action added
Internal Communications	DC.E2.8	New sub action: regular comms activity around the golden thread	Director – Business Strategy and Change (Chief Executive)	Leader of the Council			Jan-23	ongoing	N/A	N/A			New Action Added	new action added
Chief Executive Recruitment	OC.F2.0	Recruitment of Chief Executive	Commissioner	Leader of the Council				By Sept 2023	Medium Risk	Failure to recruit a suitable candidate leading to prolonged intervention	N/A		N/A	
Chief Executive Recruitment	OC.F2.2	Recruitment process takes place	Commissioner	Leader of the Council		Head of HR	Dates TBC following Autumn decision	Dates TBC following Autumn decision	N/A	N/A	Complete	complete	Complete	complete
Embedding Constitutional Changes	OC.G1.0	New main action: Governance review Phase 2	Director - Law & Governance	Leader of the Council			Jan-23	TBC			N/A	N/A	New Action Added	new action added

Theme 2- Corporate Oversight

														January Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating		Progress against plan	Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)	
ERP	CO.A1.0	Implement Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Apr-24	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. 22/11 Risk needs to be updated	N/A	N/A	N/A	N/A	
ERP	CO.A1.8	New sub action: Completion of discovery phase	Director- Finance	Deputy Leader Deputy Leader Deputy Leader			Jan-23	Feb-23	N/A				New Action Added	on track for completion. formal programme board for sign off is due 14 feb 23.	
	CO.A1.9	New sub action: completion of the modelling phase	Director- Finance				Feb-23	Jun-23							
ERP	CO.A1.10	New sub action: Go live	Director- Finance				Apr-24	Apr-24	N/A					New Action Added	
ERP	CO.A1.11	New assurance action: Programme benefits will be defined during the duration of the programme and agreed with the programme board -a process will be agreed for monitoring and reporting the benefits -benefit realisation will take place post go live.	Director- Finance	Deputy Leader			Feb-23	quarterly	N/A	N/A		Do not update this month	Assurance Action		
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.C2.4	Assurance action: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny	Director- Finance	Deputy Leader			Ongoing action- start date required	Quarterly monitoring to ensure approach embedded	N/A		Assurance Action	quarterly monitoring	Assurance Action	Budget Monitoring reported monthly to LT and quarterly to Cabinet and Scrutiny. This process is now embedded.	
Performance Management	CO.C2.5	Assurance action: 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	N/A		Assurance Action		Assurance Action	Leadership Team continue to receive monthly budget monitoring reports. Spending controls have been in place since October and will continue to the end of the financial year. Further savings identified in treasury management which will bring the 23/24 to a balanced position.	
Performance Management	CO.C2.6	New sub action: Embed financial benchmarking in budget planning	Director- Finance	Deputy Leader			tbc	tbc	N/A		New Action Added	new action	New Action Added	new action	
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.D2.3	Workforce development plan implemented for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager		Nov-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Cr 16.12.22 See previous comments around specific external training already identified and either undertaken or scheduled for January 2023. Staff survey of current skills / experience now completed mid December. Results to be shared with Team Heads for review / sense check before Christmas to enable incorporation into individual / team plans for development in January	Medium Progress- actual/ projected slippage of 1-2 months	External training provided to a number of corporate finance staff at the start of January. Review of Staff Survey development needs taken place by Interim Finance Heads Dec/Jan. First draft of key training needs for each team planned for completion by end of January	
Organisational Structure and Enabling Corporate Core	CO.D2.5	Assurance Action: Performance against KPIs for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager	Ongoing- start date required	Quarterly	N/A	N/A	Assurance Action	quarterly monitoring	Assurance Action	First review of KPI performance will be undertaken at the end of January 2023	
Organisational Structure and Enabling Corporate Core	CO.D3.0	Reduction of financial transactional activity	Director- Finance	Deputy Leader			Jan-22	Mar-23	Low Risk	risk relating to missed opportunities and inefficiency	N/A	N/A	N/A	N/A	
Organisational Structure and Enabling Corporate Core	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	Deputy Leader				Dec-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	This has not progressed as business analyst support is working on customer journey full time, Sonia from C.co will now support the review and meeting taking place on 16.12.22	Significant issues / actual/projected slippage- more than 2 months	Review underway but significant slippage due to resources being directed to the Customer Journey programme. Review due to be complete by end of February but recommendations will then need to be implemented.	
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		Do not update this month	On Track- little or no slippage	Project Plan in place and milestones being met.	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Progress against plan	Evidence of status rating
													Status (January 2023)	Update (Initial and Date)(January 23)
Organisational Structure and Enabling Corporate Core	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges	Director- Finance	Deputy Leader			Oct-22	TBC (once Date is know this can be added to the IP monitoring tool)	N/A	N/A		Do not update this month	On Track- little or no slippage	Review making significant progress with external support. Workshop held 18th Jan to consider recommendations and next steps. Completion date 31st March 2023 so new process is in place for 2023/24 financial year.
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.D4.4	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	Assurance Action	update same as November- accounts still not signed - aim is to sign off in January.	Assurance Action	Outstanding issues are being resolved and draft Audit Committee date set for 28th February for approval of 2020/21 accounts.
Organisational Structure and Enabling Corporate Core	CO.D4.5	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	Assurance Action	update same as November- accounts still not signed - aim is to sign off in January.	Assurance Action	Aiming for completion of draft accounts by end of March 2023, subject to above.

Theme 4 - Decision Making

														January Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)	
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				Nov-22	N/A	N/A	Complete	Complete	Complete	Complete	
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	(close/ move)Effective Decision Making Training	Director- Law & Governance	Leader of the Council			Jul-22	Dec-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Repeat of OC.b1.3 Guidance delivered. Following constitutional approvals there is a need for a programme of developmental work and training with Officers through the operational lens e.g. report writing. Scoping for training and development currently being scoped and intention to commence ahead of the Christmas break and will be delivered through to the end of the Municipal Year.	Significant issues / actual/projected slippage- more than 2 months	As per last month's update. Training will be rolled out through to end of Municipal Year. Change required to reflect delivery to end of Municipal Year. Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running.	
Constitution and Governance Framework	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	Leader of the Council				Dec-22	N/A	N/A		Do not update this month	Completed	Complete	
Constitution and Governance Framework	DM.B1.4	Revised Council Procedure Rules	Director- Law & Governance	Leader of the Council				Nov-22	N/A	N/A	Complete	Complete	Complete	Complete	

														January Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date){December 22}	Status (January 2023)	Update (Initial and Date){January 23}	
Constitution and Governance Framework	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	Leader of the Council				Nov-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				Nov-22	N/A	N/A	Complete	Complete	Complete	Complete	
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		N/A	N/A	Complete	Complete	Complete	Complete	
Role and Function of Scrutiny and Audit	DM.C2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader			Dec-21	Sep-22	Medium Risk	If we don't implement scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and challenge	N/A	N/A	N/A	N/A	
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded	Director- Law & Governance	Deputy Leader	Director- Children & Education Scrutiny		Early 2022	Sep-22	N/A	N/A	Complete	Complete	Complete	Complete	
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	Complete	Cabinet Member Briefing on final recommendation update 13/12/22. Update provided to Chair of Scrutiny (Environment) also	Complete	Complete	
Role and Function of Scrutiny and Audit	DM.C3.0	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		Do not update this month	Medium Progress- actual/projected slippage of 1-2 months	Draft response is being prepared for the Leader [likely to be able to update as closed ahead of IPRM on 2nd Feb]	

Theme 3 -Strategic Direction

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Low Risk	Clear progress on key Pipeline projects; governance arrangements being finalised.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth				Ongoing	N/A	N/A	Complete	closed	Complete	closed
Strategy development and refresh	SD.A1.2b	Assurance Action- Pipeline projects updated to IPRM on a 6-monthly basis	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			22-Dec	6 monthly update	N/A	N/A	Assurance Action	Due December 22	Assurance Action	November 22 cabinet covering (April to sept). Showing progress over the 6 month period covering the 66 projects in the pipeline
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	The options for procuring a strategic delivery partner are being actively explored. Discussions are being held with Shropshire and Bristol City Council. Financial scoping yet to be completed.	Medium Progress-actual/projected slippage of 1-2 months	The options for procuring a strategic delivery partner are being actively explored. Waiting for information from Shropshire.
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		Do not update this month	Complete	Implementation phase has started, now that procurement has been complete. Pilot involving ASC and BSC alongside R&G.
Strategy development and refresh	SD.A2.0	Corporate Asset Management Strategy Development	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land	Autumn 2021	Sep-22	Medium Risk	if timescales are not met, there will be a period	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A2.3	Transforming Local Services	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.A2.6	Asset Review	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

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
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	Phase 1 of the new Asset Database Go Live was 16 December. The TF project has reached an important milestone in its plan, which means Atrium data is now no longer live or usable and links to our current finance system tests have gone well. Those that required new user names and passwords for the system have been contacted. Resourcing has been an issue for this project due to short term contracts meaning recruitment was a problem. To meet the deadline this project has been prioritised. Phase 2 will start in January 2023	Complete	phase 1 -16th Dec- complete- data has been taken out of atrium and transferred into the new system or in protected spreadsheets. Phase 2 - kick off meeting Thursday - agree workstreams, leads and timescales- end of march. Involving modules e.g. asbestos module implementation, room booking, capital accounting, fixed asset register, help desk.
Strategy development and refresh	SD.A2.9	Surplus Assets & commercial estate	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager-Strategic Asset & Land			N/A	N/A	N/A	N/A	N/A	N/A
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		Nov-22	N/A	N/A	Complete	complete	Complete	complete
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		Do not update this month	On Track- little or no slippage	Strategy development is ongoing with a focus on the core narrative. Aiming to bring in external support to assist with the core narrative development. Next step is to put external support in place.
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-22	Low Risk		N/A	N/A	N/A	N/A
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	Complete		Closed	
Strategy development and refresh	SD.A4.4	New actions to be added	Director- Finance	Deputy Leader					N/A					

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Progress against plan	Evidence of status rating
													Status (January 2023)	Update (Initial and Date)(January 23)
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	N/A	N/a	N/A	N/a
Strategy development and refresh	SD.A5.1	Commercial Strategy Approved	Director- Finance	Deputy Leader				Jan-23	N/A	N/A		Do not update this month	On Track- little or no slippage	Strategy approved by LT but still awaiting Cabinet approval - planned for March.
Strategy development and refresh	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	Deputy Leader			TBC	Jan-23	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Strategic Business Cases to be completed by Christmas but this is dependent on engagement from service areas.	Medium Progress- actual/ projected slippage of 1-2 months	Strategic Business Cases prepared and awaiting review by D of F and LT.
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

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Progress against plan	Evidence of status rating
													Status (January 2023)	Update (Initial and Date)(January 23)
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		Do not update this month	On Track- little or no slippage	HRA Business Plan was taken to Safer Neighbourhoods and Active Communities (SNAC) Scrutiny Board on 10th Jan and is on the forward plan to seek approval at Cabinet on 15th 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		Do not update this month	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		Medium Progress-actual/ projected slippage of 1-2 months	Aiming for a go live on procurement Jan 23.	Medium Progress-actual/ projected slippage of 1-2 months	
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education			Autumn 2021	Mar-22	Low Risk	The strategy has been refreshed ahead of the launch in March 2022.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A7.2	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		Assurance Action	Due April 23	Assurance Action	Due April 23
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.A8.3	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		Assurance Action	Due September 23	Assurance Action	Due September 23
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	N/A	N/A	N/A	N/A

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
Equality and Diversity	SD.B1.1	(close/move) Continue to embed Equality, Diversity and Inclusion (EDI) staff networks	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Work ongoing to identify underlying issues. Issues being raised is a positive. Report to be taken to Leadership Team once analysis completed. Consultancy support being sought to help support the roll out of the LGA Equalities Framework	Medium Progress- actual/ projected slippage of 1-2 months	Report to be considered by Leadership Team on 31 Jan 2023 on moving Staff Networks forward
Equality and Diversity	SD.B1.2	(close/move) Establish Women's network and Faith & Belief staff network	Director- Law & Governance	Leader of the Council			Jun-22	Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Linked to above	Medium Progress- actual/ projected slippage of 1-2 months	Linked to SD.B1.1 above
Equality and Diversity	SD.B1.3	(close/move) Continue to deliver on Equalities Commission Board priorities	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	LINKED to SD.B1.1 – Additional consultancy support is being sought.	Medium Progress- actual/ projected slippage of 1-2 months	Consultant anticipated to be appointed by end of Feb 2023. Matter is being reported to LT on 31 Jan 2023
Equality and Diversity	SD.B1.5	Equality Policy approved	Director- Law & Governance	Leader of the Council			Jul-22	Oct-22	N/A	N/A	Complete	complete	Complete	complete
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		Do not update this month	Complete	Review has been completed . HR are taking forward the next workforce strategy iteration.
Equality and Diversity	SD.B1.7	(close/move) 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.B1.9	Review of Council EDI decision making process	Director- Law & Governance	Leader of the Council			Summer 2022	Autumn 2023	N/A	N/A		Do not update this month	Complete	This work will form part of the decision-making refresh. The EIA Guidance and template has been updated.

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
Equality and Diversity	SD.B1.10	(close/move) Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance	Leader of the Council			Autumn 2022	Autumn 2023	N/A	N/A		Do not update this month	On Track- little or no slippage	EDI project strategy timeline has been developed and work has started on the consultation with other council to benchmark working with EDI consultants.
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	Mar-24	N/A	N/A		Do not update this month	Complete	EDI eLearning module released in august 22 as part of MDP.
Equality and Diversity	SD.B1.12	New sub action- Refresh staff network- -Package of Corporate commitment -Identify network chairs -Established United Networks meeting	Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Feb-23	Jul-23	N/A				New Action Added	new action
Equality and Diversity	SD.B1.13	New sub action- Refresh Equalities Commission Board Renew terms of reference	Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Feb-23	Apr-23	N/A				New Action Added	new action
Equality and Diversity	SD.B1.14	New sub action-Equality, Diversity and Inclusion Strategy developed	Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Feb-23	Jun-24	N/A				Not due to start	new action
Equality and Diversity	SD.B1.15	New sub action-Equality, Diversity and Inclusion Strategy approved and publication	Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Jun-24	Sep-24	N/A				New Action Added	new action
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.D1.2	Approval of MTFP and Capital Strategy	Director- Finance	Deputy Leader				Nov-22	N/A	N/A		Do not update this month	Complete	
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	N/A		Assurance Action	Due Feb 2023	Assurance Action	Due Feb 2023
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	N/A		Assurance Action	Due October 2023	Assurance Action	Due October 2023
Performance Management	SD.D1.5	New sub action: Approval of updated MTFS	Director- Finance	Deputy Leader			23-Jan	Feb-23	N/A		New Action Added		New Action Added	new action

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Progress against plan	Evidence of status rating
													Status (January 2023)	Update (Initial and Date)(January 23)
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.E1.3	Public Consultation outcomes inform budget setting	Director - Finance	Deputy Leader	Director Business Strategy and Change			Feb-22	N/A	N/A	Complete	complete	Complete	complete
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Director - Business Strategy and Change (Chief Exec)	Leader of the Council			Autumn 2022	May-23	Medium Risk	Unable to secure representative sample of residents	N/A	N/A	N/A	N/A
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 (Chief Exec)	Leader of the Council			Autumn 2022	May-23	N/A	N/A		Do not update this month	On Track- little or no slippage	Resident's Survey report was included in Q2 Performance Report and outcomes shared at all staff briefing 02/11. Intelligence has been incorporated within business planning process for 2023 onwards and being used to shape budget.
Consultation and Engagement	SD.E2.4	Proposal approved for the next phase of resident consultation and engagement and budget consultation	Director - Business Strategy and Change (Chief Exec)				Strategic Lead Service Improvement	October 2022	November 2022	N/A	N/A	Do not update this month	Complete	LT agreement to consultation framework including regular budget and residents consultation and creation of Citizens' space platform. Currently in procurement phase.
Consultation and Engagement	SD.E2.5	Focus Groups held to explore responses to key areas raised in Residents Survey, Shape survey and budget consultation.	Director - Business Strategy and Change (Chief Exec)				Strategic Lead Service Improvement	Autumn 2022	Dec-22	N/A	N/A	Do not update this month	Complete	Focus groups held and feedback report being used to shape next stages of customer journey work; and work around social isolation and loneliness (including scrutiny review).
Consultation and Engagement	SD.E2.6	New sub action: Procurement of Consultant to deliver regular residents' survey, but	Director - Business Strategy and Change (Chief Exec)				Strategic Lead Service Improvement			N/A			New Action Added	new action
Consultation and Engagement	SD.E2.7	New sub action: Consultation and Engagement Framework produced	Director - Business Strategy and Change (Chief Exec)				Strategic Lead Service Improvement			N/A			New Action Added	new action

Static data			Owners				Dates		Main Action Risk		Progress against	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Progress against plan	Evidence of status rating
													Status (January 2023)	Update (Initial and Date)(January 23)
Customer Journey	SD.F1.0	New Main Action: Customer Journey Strategy	Director - Business Strategy and Change	Deputy Leader	Director Business Strat	Strategic Lead - Customer	Oct-22	Aug-23	Medium Risk	Reputational damage if Customer Experience isn't improved and the Council fails to meet Customer need & demand		Do not update this month	Medium Progress- actual/projected slippage of 1-2 months	Cabinet Priority Focus Session re: CJ in December 2022, next one due 7/2/23 and Cabinet have been surveyed re: feedback on Constituent experience, draft Commitments & Objectives. Next steps is for engagement sessions to be organised to ensure we capture Customer/Resident feedback to help us shape the Strategy.

Theme 5- Procurement & Commercial

														January Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)	
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	assurance actions in place	Complete	assurance actions in place	
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-23	quarterly	N/A	N/a	Assurance Action	Due feb 23	Assurance Action	Due feb 23	
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	Assurance Action	Report made Nov 22	Assurance Action	Due Nov 23	
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				monthly	N/A	N/a	Assurance Action	Do not update this month	Assurance Action	Work has started and is procured with Intend colleagues to complete full upload.	
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.A2.3	Recommendations reviewed	Director - Borough Economy	Cabinet Member for Environment Services				Oct-22	N/A	N/A	On Track- little or no slippage	Ongoing contract analysis being undertaken by Friths	Complete	Final report received from Friths. LT briefing date tbc. Completed the review of recommendations	
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	On Track- little or no slippage	Report received and LT briefing date due by mid Feb.	
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.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		
Waste Contract	PC.A4.2	Recovery plan implemented	Director - Borough Economy	Cabinet Member for Environment Services			22-Oct	Mar-23	N/A	N/A		Do not update this month	On Track- little or no slippage	In progress. No issues to report and on track for March completion	
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			22-Nov	quarterly (from Nov) Nov Feb May Aug	N/A	n/a	Assurance Action	Due feb 23	Assurance Action	Due feb 23	
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	N/A	N/A	
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	N/A		Do not update this month	On Track- little or no slippage	Fleet replacement plan in place. Next 42 street cleanings vehicles are due in following EV charging infrastructure. 10 RCV	

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
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			22-Nov	quarterly	N/A	N/A	Assurance Action	Next update February 2023	Assurance Action	Next update February 2023
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	Contracts commenced. Residual risk relates to contract monitoring arrangements.	N/A	N/A	N/A	N/A
SEND Transport	PC.B1.6	Contract Monitoring Arrangements in Place	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education			Jan-23	N/A	N/A		Do not update this month	Medium Progress-actual/ projected slippage of 1-2 months	Resources being identified for contract management support pending the creation of a corporate CM team.
SEND Transport	PC.B3.0	Procurement of 2024 SEND Transport Contract	Director - Children and Education				Nov-22	Sep-24	Low Risk	If SEND 2024 procurement does not adopt continuous improvement and apply learning from SEND 2 then there may be reputational damage and failure to maximise improvement opportunities	N/A	N/A	N/A	N/A
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		On Track- little or no slippage	A lessons learnt review meeting took place 6.12.22, the capture and report will be tabled at the Leadership Team in January 2023.	Complete	Lessons learnt review has been completed and will be presented to IPRM 2nd Feb 2023
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	Feb 2023	April 2023	N/A		Not due to start	not due to start	Not due to start	not due to start
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	Sep 2024	N/A		Not due to start	not due to start	Not due to start	not due to start
SEND Transport	PC.B3.4	new sub action: Contract Monitoring Arrangements in Place	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education				N/A		New Action Added	new action	New Action Added	new action
New System Procurement	PC.C1.0	Explore implementation of a corporate performance management system	Director- Business Strategy & Change (Chief Exec)	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 (Chief Exec)	Deputy Leader				Mar-23	N/A	N/A	Medium Progress-actual/ projected slippage of 1-2 months	Demonstration with a further provider took place in November. Verto capabilities are also being explored. Project to be scoped and specification drawn up.	Medium Progress-actual/ projected slippage of 1-2 months	Additional capacity being secured to draw up project scope and specification from February 2023. This will build on soft market testing and exploration of Verto
New System Procurement	PC.C1.2	Business Case and Implementation Plan Considered	Director- Business Strategy & Change (Chief Exec)	Deputy Leader				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

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
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	Phase 1 of the new Asset Database Go Live was 16 December . The TF project has reached an important milestone in its plan, which means Atrium data is now no longer live or usable and links to our current finance system tests have gone well. Those that required new user names and passwords for the system have been contacted. Resourcing has been an issue for this project due to short term contracts meaning recruitment was a problem. To meet the deadline this project has been prioritised. Phase 2 will start in January 2023	On Track- little or no slippage	Phase 2 tech Forge will look at the development of modules such as capital accounting, asbestos, fixed asset register etc. Kick off meeting to be held Thursday 19 January 2023 to identify workstreams, leads and timescales. Current completion date is 31 March 2023
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.D1.4	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	Work is still being carried out by the Independent Expert, that has been appointed under the terms of the agreement. Directions have been issued, and in accordance with those directions, the anticipated date for resolution is 24th March 2023. The council is preparing for a number of different scenarios dependant on outcome of the Expert determination process.	Medium Progress-actual/ projected slippage of 1-2 months	Statement of facts were agreed 19 December. Each parties secondary option agreement due 27 January 23. The anticipated date for resolution is 24th March 2023.
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. Financial risks remain in relation to utilities in particular	N/A	N/A	N/A	N/A
Leisure Contract	PC.E1.5	Arrangement in place for future delivery of leisure facilities	Director - Borough Economy	Cabinet Member for Leisure and Tourism				May-23	N/A	N/A		Do not update this month	On Track- little or no slippage	Chief Officer has started. Clear project plan in place. Next milestone is Cabinet report due March 2023. Risk remains over utility contracts. Counsel advice received and being progressed with options for Members to consider.
Leisure Contract	PC.E1.6	Add new action: Aquatic Centre Handover	Director - Borough Economy					Jul-23	N/A				New Action Added	new action
Asset Management	PC.F1.0	New main action: Asset Management	Director – Regeneration & Growth				23-Jan				N/A		New Action Added	
Asset Management	PC.F1.1	New sub action: Implementation of Phase 2 Tech Forge	Director – Regeneration & Growth					May-23	N/A	N/a		new action	New Action Added	new action
Strategy development and refresh	PC.F1.2	New sub action: Corporate Asset Management Strategy delivery plan in place	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			23-Jan	ongoing	N/A	N/A	New Action Added		New Action Added	new action

Theme 6-Partnerships & Relationships

Static data													January Update Due	
Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
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 DIE - 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.A1.2	KPI Suite reviewed	Director - Children and Education	Cabinet Member for Children and Education			Mar-22	Dec-22	N/A	N/A	On Track- little or no slippage	As November update	Complete	KPI suite reviewed.
Sandwell Children's Trust	PR.A1.3	Revised KPI suite agreed	Director - Children and Education	Cabinet Member for Children and Education			Summer 2022	Dec-22	N/A	N/A	On Track- little or no slippage	As November update	On Track- little or no slippage	14 of the 15 KPIs are agreed and the final KPI will be confirmed by the end of January 2023
Sandwell Children's Trust	PR.A1.4	Review of Contract concludes	Director - Children and Education	Cabinet Member for Children and Education				Dec-22	N/A	N/A	On Track- little or no slippage	As November update	Complete	Completed and submitted to the DIE.
Sandwell Children's Trust	PR.A1.5	Contract Review with DIE	Director - Children and Education	Cabinet Member for Children and Education	Director - Finance			Spring 23	N/A	N/A	Do not update this month	Do not update this month	On Track- little or no slippage	Review scheduled for 17 January 2023
Sandwell Children's Trust	PR.A1.6	Contract commences	Director - Children and Education	Cabinet Member for Children and Education			Apr-23	Apr-23	N/A		Not due to start	due April 23	Not due to start	due April 23
Sandwell Children's Trust	PR.A1.7	New KPIs reported through PMF	Director - Children and Education	Cabinet Member for Children and Education			Aug-23	Sep-23	N/A		Not due to start	due Sept 23	Not due to start	due Sept 23
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Low Risk	The introduction of monthly 4 way meetings with the CE of the Trust, the Chair of the Trust, the Lead Cabinet Member and the DCS - this is supporting the further strengthening of the relationship between the Council and the Trust.	N/A	N/A	N/A	N/A
Sandwell Children's Trust	PR.A2.3	Assurance action: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.	Director - Children and Education	Cabinet Member for Children and Education			Jan	6 monthly Jan July	N/A		Assurance Action	Next update due January 2023.	Assurance Action	These meetings are scheduled in calendars and operate against a previously devised Terms of Reference

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
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.A3.3	Assurance action- Twice yearly performance reports tabled at Children and Education Scrutiny Board	Director - Children and Education	Cabinet Member for Children and Education			Apr-23	6 monthly	N/A		Assurance Action	Due Apr 23	Assurance Action	Due Apr 23
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.B1.6	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	New Action Added	Due Mar 23	Assurance Action	Due Mar 23
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 5 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 New action wording: Initiation of Project to review and remodel the pathway between children's and adults' services	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			N/A	N/A	On Track- little or no slippage	The next planning meeting is scheduled in the spring - the group meets quarterly.	Medium Progress- actual/ projected slippage of 1-2 months	RB: Initial meeting went ahead in December. PID reviewed and amendments being captured. Agreement reached to engage with key external stakeholders. The Trust's sign-off process incorporated into the Project Governance Structure. The project manager appointment was delayed and the post re-advertised. Closing date 6 Jan.
Effective Local Structures	PR.C1.2 b	To broaden scope of partnership structures to explore the integration of adult services where appropriate	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health			Feb-23	TBC	N/A		Not due to start	Due Feb 23	Not due to start	Due Feb 23

Static data			Owners				Dates		Main Action Risk		Progress against plan	Evidence of status rating	January Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (December 2022)	Update (Initial and Date)(December 22)	Status (January 2023)	Update (Initial and Date)(January 23)
Effective Local Structures	PR.C1.5	Assurance action: link to PC.C1.4 Receive a quarterly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership.	Director - Public Health		Director - Adult Social Care		Quarterly	Jan 23 Apr 23 July 23 Oct 23	N/A	N/a	Assurance Action	Due Jan 23	Assurance Action	Update required
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-23	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.D1.2	VCS Strategy formation commences	Leadership Team	Cabinet Member for Communities		Director - Housing	2023	2023	N/A	N/A	On Track- little or no slippage	Paper to VCS Strategy group being presented 16/12/22. Focus groups have been held and preparation of draft strategy has started.		Update required

Look up page- do not

RAG- action risk	RAG- progress against plan		Change Control input required	Status	
Low Risk	On Track- little or no slippage		Yes	Open	
Medium Risk	Medium Progress- actual/ projected		No	Closed	
High Risk	Significant issues / actual/projected slippage- more than 2 months				
Complete	Complete				
Not due to start	Not due to start				
Closed	Closed				
N/A	N/A				

- New Action Added
- Assurance Action
- Change to action description
- Duplicate/ link to another action
- Action on Hold

use

Theme	decision	Type of change
Organisational Culture	Approve	Change of Delivery Lead(s)
Corporate Oversight	Reject	Change to delivery timescales (actions and milestones)
Strategic Decision	Defer	Change to resource / extra resource
Decision Making		Changes to objectives and deliverables
Procurement & Commercial		Add - New Sub Actions
Partnership & Relationships		Add- New Assurance Action
		Add- New Main Action
		Change to action description
		Mistake on Document



Static data		
Workstream	Ref	Action
Establishing Organisational Culture	OC.A1.0	Establish the desired organisational culture for Sandwell Council
Establishing Organisational Culture	OC.A1.1	Phase 1 Engagement: Starting the Conversation
Officer Learning and Development	OC. B1.0	Design and deliver Corporate Governance Training for Officers
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)
Officer Learning and Development	OC.B1.4	Procurement of Delivery Partner (corporate governance training)
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development

Officer Learning and Development	OC.B2.2	Budget Holder Role Profile Approved
Officer Learning and Development	OC.B2.3	Incorporate training on company roles and responsibilities in senior officer development plan
Officer and Member Relationship	OC.C1.0	Continue regular weekly meetings between Cabinet Members and Leadership Team
Officer and Member Relationship	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new Municipal Year
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
Officer and Member Relationship	OC.C4.0	Ward and Casework Management
Officer and Member Relationship	OC.C4.1	Process and approach review –completed as part of customer feedback review

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)
Member Learning and Development	OC.D1.0	Deliver Member Development Programme including Finance Training Programme
Member Learning and Development	OC.D1.1	Service Showcase
Member Learning and Development	OC.D1.2	New Member Induction
Member Learning and Development	OC.D1.3	Approval of Member Development Programme
Member Learning and Development	OC.D1.4	Deliver Member Development Programme
Member Learning and Development	OC.D2.0	Design and deliver Corporate Governance Training for Members
Member Learning and Development	OC.D2.1	Scope of Corporate Governance Training for Members approved
Member Learning and Development	OC.D2.3	Procurement of delivery partner (for Corporate Governance Training)
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development

Member Learning and Development	OC.D3.1	Forward Plan for All Member Briefings in place for new Municipal Year
Internal Communications	OC.E1.0	A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered
Employee Engagement	OC.F1.0	Actions to respond to employee survey outcomes to be identified and embedded in improvement plan
Chief Executive Recruitment	OC.F2.0	Recruitment of Chief Executive
Chief Executive Recruitment	OC.F2.1	Decision on the timescale to go out for advert for the permanent Chief Executive



Static data		
Workstream	Ref	Action

ERP	CO.A1.0	Implement Oracle Fusion Simone - Harvinder is providing some high level milestones for inclusion in this section.
ERP	CO.A1.1	Cabinet approval for action plan to continue implementation of Oracle Fusion
ERP	CO.A1.2	Terminate implementation partner contract with InoApps
ERP	CO.A1.3	Implement robust project management arrangements
ERP	CO.A1.4	Review operational team to ensure there are appropriate resources in place during implementation phase
ERP	CO.A1.5	Project management training for all of project team, including Project Sponsors
ERP	CO.A1.6	Procure new support provider to deliver Oracle Fusion
ERP	CO.A1.7	Support provider in place and delivery commences
Improvement Planning	CO.B1.0	Single Improvement Plan Phase 1
Improvement Planning, Monitoring and Learning	CO.B1.1	Council approval of Improvement Plan

Improvement Planning, Monitoring and Learning	CO.B1.2	Commissioners Report prepared
Improvement Planning, Monitoring and Learning	CO.B1.3	Commissioners Report to Secretary of State
Performance Management	CO.C1.0	Performance Management Framework (PMF)
Performance Management	CO.C1.1	Council approval of PMF
Performance Management	CO.C1.2	Q1 performance report
Performance Management	CO.C2.0	Budget Monitoring
Performance Management	CO.C2.1	Report format agreed by Leadership Team
Performance Management	CO.C2.2	Q1 budget report to Leadership Team, Cabinet and Sc
Performance Management	CO.C2.3	Monthly Budget monitoring
Organisational Structure and Enabling Corporate Core	CO.D.2.0	Embedding Finance Business Partner role
Organisational Structure and Enabling Corporate Core	CO.D2.1	Restructure of financial services section to provide a greater focus on business partnering completed
Organisational Structure and Enabling Corporate Core	CO.D2.2	Expectations on financial services section established

Organisational Structure and Enabling Corporate Core	CO.D2.4	KPIs and standards developed for financial services section
Organisational Structure and Enabling Corporate Core	CO.D3.0	Reduction of financial transactional activity
Organisational Structure and Enabling Corporate Core	CO.D3.1	Business process re-engineering resources approved
Organisational Structure and Enabling Corporate Core	CO.D3.2	Review of internal charges
Organisational Structure and Enabling Corporate Core	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.
Organisational Structure and Enabling Corporate Core	CO.D.4.1	External review of 2020/21 Statement of Accounts
Organisational Structure and Enabling Corporate Core	CO.D4.2	New suite of working papers to support the 2021/22 year-end process agreed
Organisational Structure and Enabling Corporate Core	CO.D.4.2	Additional resources in place for 2021/22 year-end process
Organisational Structure and Enabling Corporate Core	CO.D4.3	Training for key members of the Finance Team completed
Programme and Project Management	CO.E1.0	Programme and Project Management
Programme and Project Management	CO.E1.1	Agree a Corporate approach to Project Management,
Programme and Project Management	CO.E1.2	Suite of Programme and Project Documentation Agreed

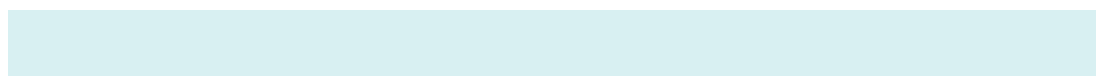
Customer Journey	CO.F5.0	Customer Journey Programme
Customer Journey	CO.F5.1	Structure and Governance for Customer Experience Programme approved

Static data		
Workstream	Ref	Action
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery
Strategy development and refresh	SD.A1.1	Cabinet Approval of Regen Strategy and Pipeline 2022-27
Strategy development and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis
Strategy development and refresh	SD.A1.3a	o Programme and Project Management Structures in place
Strategy development and refresh	SD.A1.3c	o Project Management Software procurement
Strategy development and refresh	SD.A1.3d	o Microsite creation for information around priority projects for stakeholders
Strategy development and refresh	SD.A2.0	Corporate Asset Management Strategy Development
Strategy development and refresh	SD.A2.1	<i>Work Place Vision</i>
Strategy development and refresh	SD.A2.2	Confirmation of funding for remaining Workplace Vision components
Strategy development and refresh	SD.A2.3	<i>Transforming Local Services</i>

Strategy development and refresh	SD.A2.4	Cabinet Workshop to provide steer
Strategy development and refresh	SD.A2.5	Options for hub locations identified
Strategy development and refresh	SD.A2.6	Asset Review
Strategy development and refresh	SD.A2.7	Procurement of asset database
Strategy development and refresh	SD.A2.9	Surplus Assets & commercial estate
Strategy development and refresh	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery
Strategy development and refresh	SD.A3.1	Corporate Communications Strategy approved
Strategy development and refresh	SD.A3.2	Communications Team restructure concluded to focus resources on key workstreams of Communications Strategy
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy
Strategy development and refresh	SD.A4.1	Procurement & Contract Procedure Rules approved
Strategy development and refresh	SD.A4.2	Training developed

Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan
Strategy development and refresh	SD.A6.1	Review of compliance and stock data
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy
Strategy development and refresh	SD.A8.1	Re-focusing of strategic priorities
Strategy development and refresh	SD.A8.2	Corporate Parenting Strategy approved
Equality and Diversity	SD.B1.0	Equality and Diversity
Equality and Diversity	SD.B1.4	Equality Policy reviewed
Equality and Diversity	SD.B1.8	Review approach to Equality Impact Assessments
Locality Working	SD.C1.0	Developing a model for locality working
Locality Working	SD.C1.1	Cabinet Workshop to provide steer on community hub
Locality Working	SD.C1.2	Pilot of Town Co-ordinator role commences

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'
Locality Working	SD.C1.4	Business Cases for hub locations progressed, as appro
MTFP & Capital Strategy	SD.D1.0	Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy
MTFP & Capital Strategy	SD.D1.1	Review concluded
Consultation and Engagement	SD.E1.0	Public Consultation to be carried out as part of budget process for 2023/24
Consultation and Engagement	SD.E1.1	Procurement concluded to provide capacity for a regular Resident's Survey
Consultation and Engagement	SD.E1.2	Public Consultation undertaken
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework
Consultation and Engagement	SD.E2.1	First Resident's Survey conducted
Consultation and Engagement	SD.E2.2	First report from Resident's Survey



Static data		
Workstream	Ref	Action

4 Yearly Election Cycle	DM.A1.0	Implement 4-yearly election cycle
4 Yearly Election Cycle	DM.A1.1	Options Paper to Leadership Team
4 Yearly Election Cycle	DM.A1.2	Council Decision to implement
Constitution and Governance Framework	DM.B1.0	In-depth review and revision to Corporate Governance Documents
Constitution and Governance Framework	DM.B1.2	Revised Procurement and Contract Procedure Rules agreed
Constitution and Governance Framework	DM.B1.4	Revised Council Procedure Rules
Constitution and Governance Framework	DM.B1.5	Revised Sale of Land and Buildings Protocol
Constitution and Governance Framework	DM.B1.6	Revised Scheme of Delegations agreed
Constitution and Governance Framework	DM.B2.0	Refresh existing arrangements for arms-length companies
Constitution and Governance Framework	DM.B2.1	Identify existing arms-length companies, company directors and company administration

Constitution and Governance Framework	DM.B2.2	Conduct review to ensure appropriate resources are allocated to these organisations
Constitution and Governance Framework	DM.B2.3	Implement annual reporting arrangements
Role and Function of Scrutiny and Audit	DM.C1.0	Refresh decision making-arrangements including the role of Scrutiny
Role and Function of Scrutiny and Audit	DM.C1.1	Review of scrutiny arrangements
Role and Function of Scrutiny and Audit	DM.C1.2	Scrutiny Work Planning event
Role and Function of Scrutiny and Audit	DM.C1.3	Approval of any changes to scrutiny (if required following review)
Role and Function of Scrutiny and Audit	DM.C.2.0	Implementation of Scrutiny Recommendations relating to key issues
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded



Static data		
Workstream	Ref	Action

Waste Contract	PC.A1.0	Introduction of a more focused framework for contract monitoring
Waste Contract	PC.A1.1	Contract Monitoring Framework agreed
Waste Contract	PC.A1.2	Contract Management framework in place and embedded in PMF reporting – (in line with Q1)
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
Waste Contract	PC.A2.1	Procurement of support to review contract
Waste Contract	PC.A2.2	Review of contract completed
Waste Contract	PC.A3.0	Waste and Recycling Recovery Plan – completion and implementation
Waste Contract	PC.A3.1	Implementation Complete
Waste Contract	PC.A4.0	Street Cleansing Recovery Plan – completion and implementation
Waste Contract	PC.A4.1	Recovery Plan approved by Waste Management Board
Waste Contract	PC.A5.0	Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract
Waste Contract	PC.A5.1	Fleet replacement schedule in place
SEND Transport	PC.B1.0	Plan in place to ensure new contract commences prior to expiry of current arrangements and appropriate records in place
SEND Transport	PC.B1.1	Cabinet approval

SEND Transport	PC.B1.2	Procurement commenced
SEND Transport	PC.B1.3	Procurement published for framework
SEND Transport	PC.B1.4	Expiry of current arrangements – end of 2021-22 Acad
SEND Transport	PC.B1.5	New contract in place
SEND Transport	PC.B2.0	Implementation of recommendations from Audit and Scrutiny in relation to SEND Transport
SEND Transport	PC.B2.1	Scrutiny Recommendations embedded in plans for new arrangements
SEND Transport	PC.B2.2	Update to Education Scrutiny
SEND Transport	PC.B2.3	Recommendations related to procurement embedded in procurement process
SEND Transport	PC.B2.4	ARAC recommendations implemented
New System Procurement	PC.C2.0	Procurement of new asset management system
New System Procurement	PC.C2.1	Market Research

New System Procurement	PC.C2.2	Procurement Concluded
Lion farm	PC.D1.0	Action plan to agree way forward and resolve matter
Lion farm	PC.D1.1	Brief Cabinet on options
Lion farm	PC.D1.2	Presentation of proposal by developer to Cabinet
Lion farm	PC.D1.3	Options appraisal report to Cabinet for approval of wa
Lion farm	PC.D1.5	Responsibilities of both council and developer clarified within action plan
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
Leisure Contract	PC.E1.1	Governance arrangements in place
Leisure Contract	PC.E1.2	Termination of existing Contract
Leisure Contract	PC.E1.3	Step-in provider in place
Leisure Contract	PC.E1.4	Option appraisal for future facility management options– Cabinet report



Static data		
Workstream	Ref	Action
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

Sandwell Children's Trust	PR.A1.1	Performance reporting embedded within Council PMF
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level
Sandwell Children's Trust	PR.A2.1	Continuation of regular cross- SMBC/SCT Leadership meetings in place (including Chair of Trust Board, Lead Member, CEO of the Trust and DCS)
Sandwell Children's Trust	PR.A2.2	Confirm Member participation in Governance Arrangements for new Municipal Year
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
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.
Sandwell Children's Trust	PR.A3.2	Assurance that approach to working together is effective through regular programme of performance reports
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

Regional and Sub-Regional presence	PR.B1.1	Officer representation agreed to attend key meetings and a clear agenda set for each forum
Regional and Sub-Regional presence	PR.B1.2	Sandwell asks of trailblazer devolution deal agreed
Regional and Sub-Regional presence	PR.B1.3	Participation in Investor Conference
Regional and Sub-Regional presence	PR.B1.4	CRSTS allocation (transport) approved by CA Board
Regional and Sub-Regional presence	PR.B1.5	Member representation to attend key meetings agreed and agenda for each forum shared
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'
Effective Local Structures	PR.C1.2	Initial scoping of work with partners around partnership structures in the children's sphere
Effective Local Structures	PR.C1.3	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities

Effective Local Structures	PR.C1.4	Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives
VCS Relationships	PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.
VCS Relationships	PR.D1.1	Corporate review of grant funding



Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)
Director – Business Strategy and Change	Deputy Leader		Head of HR
Director – Business Strategy and Change	Deputy Leader		Head of HR
Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	
Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change Director - Finance	
Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change	
Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	

Director - Finance	Deputy Leader	Director- Law & Governance	Finance Improvement Manager
Director- Law & Governance	Deputy Leader		Head of HR HR Team Manager L&D/OD
Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team	
Director- Law & Governance	Leader of the Council	Director- Law & Governance Chief Executive Leader Cabinet Members Leadership Team	
Director - Finance	Deputy Leader		
Director- Law & Governance	Deputy Leader	Director- Law & Governance	
Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change	

Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change	
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Leader of the Council	Director- Finance	
Director- Law & Governance	Leader of the Council	Director- Finance	
Director- Law & Governance	Leader of the Council	Director- Finance	
Director- Law & Governance	Leader of the Council		

Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council	Head of Communications	
Director – Business Strategy and Change	Deputy Leader		
Commissioner	Leader of the Council		
Commissioner	Leader of the Council		Head of HR

Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)

Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law	
Leadership Team	Leader of the Council		
Leadership team	Leader of the Council		Strategic Lead: Service Improvement

Commissioners	Leader of the Council		Chief Of Staff- Commissioner Team
Commissioners	Leader of the Council		Chief Of Staff- Commissioner Team
Director- Business Strategy & Change	Deputy Leader		
Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement
Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improvement
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		

Director- Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Business Strategy & Change	Deputy Leader		
Director- Business Strategy & Change	Deputy Leader		
Director- Business Strategy & Change	Deputy Leader		

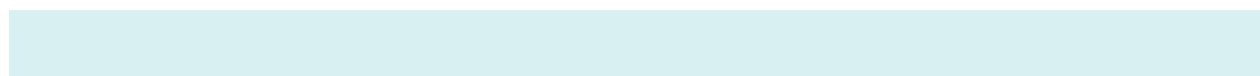
Director- Business Strategy & Change	Deputy Leader		Transformation Programme Manager
Director- Business Strategy & Change	Deputy Leader		Transformation Programme Manager

Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land

Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth	Director - Housing (update required from both directors)	Service Manager- Strategic Asset & Land
Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land
Director - Business Strategy and Change	Leader of the Council		
Director - Business Strategy and Change	Leader of the Council		
Director - Business Strategy and Change	Leader of the Council		
Director- Finance	Deputy Leader		Interim Procurement Strategy Manager
Director- Finance	Deputy Leader		Interim Procurement Strategy Manager
Director- Finance	Deputy Leader		Interim Procurement Strategy Manager

Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management	
Director- Housing	Cabinet Member for Housing	AD, Asset Management and Improvement	
Director- Children & Education	Cabinet Member for Children and Education		
Director- Children & Education	Cabinet Member for Children and Education		
Director- Children & Education	Cabinet Member for Children and Education		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	
Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	
Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	

Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	
Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change	
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader		
Director- Finance	Deputy Leader	Director Business Strategy and Change	
Director- Finance	Deputy Leader	Director Business Strategy and Change	
Director- Finance	Deputy Leader	Director Business Strategy and Change	
Director - Business Strategy and Change	Leader of the Council		
Director - Business Strategy and Change	Leader of the Council		
Director - Business Strategy and Change	Leader of the Council		



Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)

Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Regeneration & Growth	Leader of the Council		Service Manager- Strategic Asset & Land
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Deputy Leader		Governance and Business Support Principal Lead & Solicitor
Director- Law & Governance	Deputy Leader		

Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Leader of the Council		
Director- Law & Governance	Deputy Leader		
Director- Law & Governance	Deputy Leader	Director- Children & Education Scrutiny	

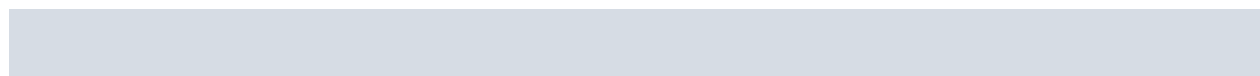


Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)

Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
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Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Borough Economy	Cabinet Member for Environment Services		
Director - Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	
Director - Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	

Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	
Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	
Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	
Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education	
Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education	
Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education	
Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education	
Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director – Children & Education	
Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education ARAC	
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		

Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth		
Director - Borough Economy	Cabinet Member for Leisure and Tourism		
Director - Borough Economy	Cabinet Member for Leisure and Tourism		
Director - Borough Economy	Cabinet Member for Leisure and Tourism		
Director - Borough Economy	Cabinet Member for Leisure and Tourism		
Director - Borough Economy	Cabinet Member for Leisure and Tourism		



Owners			
Director Lead	Cabinet Member	Other Leads	Update Owner (if different)
Director - Children and Education	Cabinet Member for Children and Education		

Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director - Children and Education	Cabinet Member for Children and Education		
Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	

Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	
Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	
Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	
Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	
Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	
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	
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	
Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health	

Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health	
Leadership Team	Cabinet Member for Communities		
Director - Housing	Cabinet Member for Communities		

Theme 1 -Organisational Culture

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description
May 2022	Dec 2022	Low Risk	Failure to agree desired organisational culture
Jun 2022	Jul 2022	N/A	N/A
		Low Risk	Failure to deliver required training within agreed timescales
May-22	Jun-22	N/A	N/A
Jun-22	Aug-22	N/A	N/A
		Low Risk	Lack of engagement from managers with the programme

	May-22	N/A	N/A
Aug-22	Dec-22	N/A	N/A
		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.
May 2022	Jun 2022	N/A	N/A
2021	Summer 2022	Low Risk	On track
	May 2022	Oct 2022	Medium Risk
	Complete	N/A	N/A
			Risk relates to reputational harm where Members are unable to have their case work addressed in a timely manner

		N/A	N/A
		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
	18-May-22	N/A	N/A
May-22	Jun-22	N/A	N/A
Jul-22	Jul-22	N/A	N/A
Jul-22	Mar-23	N/A	N/A
		Medium Risk	If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.
Mar-22	Jun-22	N/A	N/A
Jul-22	Sep-22	N/A	N/A
		Low Risk	Risk relates to insufficient forward planning leading to missed opportunities

May-22	Jun-22	N/A	N/A
Dec-22	Dec-22	Low Risk	Failure to successfully complete the action.
May-22	Aug-22	Medium Risk	Lack of engagement from individual directorates in identifying required actions
	By Sept 2023	Medium Risk	Failure to recruit a suitable candidate leading to prolonged intervention
	Autumn 2022	N/A	N/A

Theme 2- Corporate Over

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description

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.
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Jul-22	N/A	N/A
	Aug-22	N/A	N/A
Jul-22	TBC (once Date is know this can be added to the IP monitoring tool)	N/A	N/A
Mar-22	Jun-22	Low Risk	IP approved by Council in June. Remaining risks relate to effective
	Jun-22	N/A	N/A

	by 22 June 2022	N/A	N/A
	by 22 June 2022	N/A	N/A
Sep-22	Ongoing	High Risk	Risks relate to capacity to embed PMF. Council approval of resources in June. Recruitment underway.
	Complete	N/A	N/A
	Aug-22	N/A	N/A
Mar-22	Ongoing	Low Risk	Risk of untimely monitoring or lack of corporate oversight of the budget position impacting on effective decision making
	Complete	N/A	N/A
	Aug-22	N/A	N/A
	Ongoing	N/A	N/A
Jan-22	Aug-22	Low Risk	Risk relating to missed opportunities and inefficiency
	Jun-22	N/A	N/A
	Jun-22	N/A	N/A

	Oct-22	N/A	N/A
Jan-22	Mar-23	Low Risk	risk relating to missed opportunities and inefficiency
	Complete	N/A	N/A
	Oct-22	N/A	N/A
Jan-22	May-22	Medium Risk	Some progress made
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
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
	Complete	N/A	N/A
	May-22	N/A	N/A

			Neil: could you please provide a risk rating and description for this new workstream
22-Sep	Oct-22	N/A	

Theme 3 -Strategic Direc

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description
Autumn 2021	Apr-27	Low Risk	Clear progress on key Pipeline projects; governance arrangements being finalised.
	Complete	N/A	N/A
	Ongoing	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Nov-22	N/A	N/A
Autumn 2021	Sep-22	Medium Risk	If timescales are not met, there will be a period during which the Council will not have a fit-for-purpose asset database
	x	N/A	N/A
	Autumn 22 linked to MTFP	N/A	N/A
	x	N/A	N/A

Mar-22	Complete	N/A	N/A
Jun-22	Sep-22	N/A	N/A
	x	N/A	N/A
	Complete	N/A	N/A
		N/A	N/A
	Sep-22	N/A	N/A
Autumn 2021	Ongoing	Low Risk	Failure to deliver against strategy
	Complete	N/A	N/A
	May-22	N/A	N/A
Autumn 2021	Jul-22	Low Risk	
	May-22	N/A	N/A
Aug-22	Oct-22	N/A	N/A

Autumn 2021	Apr-23	Low Risk	Plan is necessary for long term planning but delivery of asset improvements still continues without the plan
	May-22	N/A	N/A
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.
	Sep-22	N/A	N/A
	Sep-22	N/A	N/A
Autumn 2021	Ongoing	Medium Risk	If the Council does not comply with the Equality Act 2010 there is a risk of reputational damage.
May-22	Oct-22	N/A	N/A
Summer 2022	Autumn 2022	N/A	N/A
Mar-22	TBC	Medium Risk	Locality working model is linked to community hubs being progressed.
Complete	Complete	N/A	N/A
Summer 2022	Summer 2022	N/A	N/A

Sep-22	Sep-22	N/A	N/A
Sep-22	Spring 2023	N/A	N/A
Jan-22	Autumn 2022	Low Risk	Risk of missed opportunities and inefficiencies
	Sep-22	N/A	N/A
Jan-22	Autumn 2022	Low Risk	Risk that budget decisions do not give consideration to residents views and priorities
	May-22	N/A	N/A
Autumn 2022	Autumn 2022	N/A	N/A
Autumn 2022	May-23	Medium Risk	Unable to secure representative sample of residents to respond to consultations and survey
Autumn 2022	Autumn 2022	N/A	N/A
Autumn 2022	Autumn 2022	N/A	N/A

Theme 4 - Decision Making

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description

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
	Jun-22	N/A	N/A
	Nov-22	N/A	N/A
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.
	Jul-22	N/A	N/A
	Nov-22	N/A	N/A
	Aug-22	N/A	N/A
	Nov-22	N/A	N/A
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.
Apr-22	Apr-22	N/A	N/A

May-22	Jul-22	N/A	N/A
	Jul-22	N/A	N/A
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.
	Nov-22	N/A	N/A
	Jun-22	N/A	N/A
Oct-22	2023 (specific timescale for implementation will be determined once review concluded)	N/A	N/A
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
Early 2022	Sep-22	N/A	N/A

Theme 5- Procurement & Co

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description

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	N/A	N/A
	Aug-22	N/A	N/A
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
	May-22	N/A	N/A
	Sep-22	N/A	N/A
		Low Risk	Risk that Serco did not improve
	Jun-22	N/A	N/A
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.
	Oct-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
Autumn 2021	Mid 2023	Medium Risk	May lead to some loss of service due to fleet unavailability
	Complete	N/A	N/A
Jan-22	Sep-22	Low Risk	MJ to review: Contracts commenced. (Prev risk drafted as follows: On track. Tender offer letters have been issued (10 day standstill period).
	Complete	N/A	N/A

	Complete	N/A	N/A
	May-22	N/A	N/A
	Jul-22	N/A	N/A
	Sep-22	N/A	N/A
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
	Complete	N/A	N/A
	Complete	N/A	N/A
	Sep-22	N/A	N/A
	Oct-22	N/A	N/A
Autumn 2021	Dec-22	Low Risk	Procurement is on track but timetable is tight
	Complete	N/A	N/A

	Complete	N/A	N/A
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
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Est. Dec 2022	N/A	N/A
Autumn 2021	May-23	Medium Risk	Some risks remain pending the fully established new LATC to manage the leisure facilities
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Summer 2022	N/A	N/A

Theme 6-Partnerships & Rela

Dates		Main Action Risk	
Start date	Due date	Main Action Risk	Description
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

Jan-22	Aug 2022 and then quarterly	N/A	N/A
Autumn 2021	Ongoing	Low Risk	The introduction of monthly 4 way meetings with the CE of the Trust, the Chair of the Trust, the Lead Cabinet Member and the DCS - this is supporting the further strengthening of the relationship between the Council and the Trust.
	Ongoing	N/A	N/A
	Jun-22	N/A	N/A
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.
	Ongoing	N/A	N/A
	Aug 2022 and then ongoing	N/A	N/A
Jan-22		Medium Risk	Member input into key WMCA meetings needs to increase which is expected to with new Cabinet Member.

	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Complete	N/A	N/A
	Jun-22	N/A	N/A
		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 5 Board governance arrangements.
Mar-22	Sep-22	N/A	N/A
Apr-22	Jul-22	N/A	N/A

Apr-22	Jul-22	N/A	N/A
Mar-22	Jul-05	Medium Risk	Missed opportunities around partnership and value for money: If the future relationship and the funding approach between the Council and the VCS is not determined, there will be missed opportunities to harness the strengths of the VCS in support of Council priorities and/or missed opportunities to deliver value for money and a consistent approach through grants/commissioned VCS services
Mar-22	Sep-22	N/A	N/A



Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)
N/A	N/A
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.
N/A	N/A
Complete	Scope of training agreed and being delivered as an ongoing programme linked to constitutional approvals.
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)
N/A	N/a

Complete	complete
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.
N/A	N/A
Complete	In place for Municipal Year and no issues arising.
Complete	Star Chambers all completed by 28th September. PMO note: proposed closure of main action. Added to Change control
N/a	Main action around ward and casework management to be incorporated within new workstream focusing on customer experience- noted on change control
Complete	Complete

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
N/a	N/A
Complete	Complete
Complete	complete
Complete	Complete
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.
N/A	N/A
Complete	complete
Complete	Centre for Governance and Scrutiny are providing training in Nov.
N/A	N/A

Complete	Latest briefing took place 18/10. Forward plan in place. No issues arising.
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
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.
N/A	
Complete	Roll out to advert. Closing date 12 September. Applications received

rsight

Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)

N/A	N/A
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
N/A	N/A
Complete	Complete

Complete	Complete
Complete	Complete
N/A	N/A
Complete	Complete
Complete	RJ 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.
N/A	N/A
Complete	Complete
Complete	Complete
Complete	Complete
N/A	N/A
Complete	Complete
Complete	Complete

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
N/A	N/A
Complete	Complete
Complete	Complete
N/A	N/A
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
N/A	N/A
Complete	Complete
Complete	Complete

N/A	
New Action Added	Action added retrospectively and is complete. Governance and Structure agreed by Leadership Team 18/10

Action

Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)
N/A	N/A
Complete	Complete
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
Complete	complete
Complete	complete
Complete	Website launched on 31 October after by-election ad featured in the Message to All Council Staff as an item.
N/A	N/A
N/A	N/A
Complete	Workplace vision has been closed. New corporate asset management strategy sets out the priorities.
N/A	N/A

Complete	Complete
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)
N/A	N/A
Complete	Complete
N/A	
Closed	The surplus assets report is incorporated within the Corporate Asset Management Strategy. (Action below)
On Track- little or no slippage	Proposals from LT paper 20/09 progressing. Milestones around internal comms added to OCE.2
Complete	Complete
Complete	Complete
N/A	N/A
Complete	complete
Complete	

N/A	N/A
closed	closed
N/A	N/A
Complete	The strategy has been circulated and agreed by corporate parenting board members
Complete	The strategy has been circulated and agreed by corporate parenting board members- assurance action to be added to the Improvement plan
N/A	N/A
Complete	complete
Complete	Review completed. Guidance on EIAs has been updated on the intranet.
N/A	N/A
Complete	Complete
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

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.
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
N/A	N/A
Complete	On track to go to November Cabinet - LT reviewed draft today - review complete.
N/A	N/A
Complete	complete
Complete	
N/A	N/A
Complete	
Complete	complete

king

Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)

N/A	N/A
Complete	Complete
On Track- little or no slippage	On track for Nov Council.
N/A	N/A
Complete	Complete
Significant issues / actual/projected slippage- more than 2 months	<p>On track for Nov Council.</p> <p>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</p>
Complete	complete
Medium Progress- actual/ projected slippage of 1-2 months	On track for Nov Council.
N/A	N/A
Complete	Complete

Complete	Complete
Complete	Complete
N/A	N/A
Medium Progress- actual/ projected slippage of 1-2 months	On track for Nov Council.
Complete	Complete
On Track- little or no slippage	Will follow DM.C1.1
N/A	N/A
On Track- little or no slippage	The recommendations from C&E Scrutiny Board are being monitored and will be updated at the next Scrutiny Board 14 November 2022.

Commercial

Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)

Complete	complete
Complete	complete
Complete	complete
N/A	N/A
Complete	complete
Complete	Initial review report received end sept 22
N/A	N/A
Complete	complete
N/A	
Complete	Revised plan following SMBC feedback to be presented to Waste Board 19 Oct 2022
N/A	
Complete	Complete
N/A	N/A
Complete	Complete

Complete	Complete
Complete	Complete
Complete	Complete
Complete	All new contracts issued and accepted by operators new framework commenced 1.9.22
N/A	N/A
Complete	Complete
Complete	Complete
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.
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.
N/A	N/A
Complete	Complete

Complete	Complete
N/A	N/A
Complete	Complete
Complete	Complete
Complete	Complete
Complete	complete
N/A	N/A
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete

Relationships

Progress against plan	Evidence of status rating
Status (October 2022)	Update (Initial and Date)(October 22)
N/A	N/A

Complete	Completed - included in the PMF.
N/A	N/A
Complete	Meetings scheduled with Trust, SMBC and Councillor Hackett - Lead Member. Assurance action to be added to Improvement plan
Complete	Complete
N/A	N/A
Complete	All strategic priorities agreed and monitored through Children and Families strategic partnership
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.
N/A	N/A

Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
Complete	Complete
N/A	N/A
Complete	Initial discussions with partnership has been completed. Now looking to extend discussion to include adults. - new action to be added- PR.C1.5
Complete	Corporate Plan Monitoring within PMF is providing progress updates and is tracking outcomes achieved relating to health inequalities.