

## Improvement Plan Theme Progress Summary January 2023

Theme	Summary	Achievements this period	Key Milestones
<b>Organisational Culture</b>	<p><b>Summary Statement:</b></p> <p>Slippage is being experienced in two area that are classed as medium risk. 1 sub action is rated medium slippage and the other sub action is rated significant slippage.</p> <p>Of the 12 main action areas, there are:</p> <ul style="list-style-type: none"> <li>• zero main actions with a red risk rating,</li> <li>• 7 main actions with an amber risk rating,</li> <li>• 4 main actions with a green risk rating.</li> </ul> <p>Of the 5 actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 1 live sub-actions to deliver the action ison track</li> <li>• 1 sub-action has or will experience medium slippage or issues. This relates to:</li> </ul> <p><b>Workforce Strategy approved (dates to be re-profiled to May).</b></p> <ul style="list-style-type: none"> <li>○ Scope and drafting have commenced. Many priority workstreams are already in progress. Working towards Cabinet sign off in May</li> </ul>	<p>January</p> <ul style="list-style-type: none"> <li>• Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer, and Chief Whips commence</li> <li>• Mentoring Programme with LGA is ongoing</li> </ul> <p>November</p> <ul style="list-style-type: none"> <li>• New Chief Exec recruited- start date 6<sup>th</sup> February 2023</li> <li>• Corporate parenting training held- November 2022</li> </ul> <p>October</p> <ul style="list-style-type: none"> <li>• Member Development</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 2 engagement to determine desired culture – <b>in final stages</b></li> <li>• Corporate Governance Training Delivery - Autumn 2022 - <b>Commenced</b></li> <li>• Approval of document / statement setting out desired organisational culture – <b>Due at Cabinet in March 2023</b></li> <li>• Workforce Strategy – <b>due May 2023</b></li> </ul> <p>Complete:</p>

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	<ul style="list-style-type: none"> <li>1 sub-actions have or will experience significant slippage or issues</li> </ul> <p><b>Design and Deliver Corporate Governance Training: Effective Decision Making Training (due to a revised approach to training delivery).</b> <i>Nb. Also reported in Decision Making</i></p> <ul style="list-style-type: none"> <li>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.</li> <li>Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running.</li> <li>All other sub actions have been completed.</li> </ul> <p><b>Completed Actions:</b> 2 sub-actions have been marked completed this month. These actions relate to:</p> <ul style="list-style-type: none"> <li><b>Engage LGA to support Officers and Members to develop the relationship going forward including continuation of LGA Cabinet Member mentoring programme</b> -mentoring programme with LGA is ongoing.</li> </ul> <p>2 sub-actions are not yet due to commence</p> <p><b>Assurance Action(s)</b></p>	<p>programme part of BAU</p> <ul style="list-style-type: none"> <li>Final interview for CEx taken place</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>CEx long-list interviews undertaken</li> <li>4 sessions between Members and Officers with LGA have taken place</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>CEx recruitment out to advert</li> <li>Training provider in place for Directorship and Trusteeship Training</li> <li>Organisational Culture Champion training commenced</li> <li>Listening groups scheduled and</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of Permanent Chief Executive</li> <li>Budget Holder Role Profile Approved</li> <li>Employee Engagement Survey Report</li> <li>New Member Induction</li> <li>Employee Engagement Survey Results</li> <li>Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new</li> <li>Municipal Year- Part 1 Engagement – Starting the Conversation</li> <li>Scope of Corporate Governance Training approved</li> </ul>

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	Zero assurance actions to report this month.	invites to 460 employees issued	<ul style="list-style-type: none"> <li>• Member Development Programme approved</li> <li>• Corporate Governance Training – Procurement for delivery partner</li> </ul>
	<p><b>Organisational Culture Workstream Updates</b></p> <p><b>Establishing Organisational Culture</b></p> <ul style="list-style-type: none"> <li>• Phase 2 engagement to determine desired culture- listening exercise agreed by Leadership Team November and framework approach agreed December. Now in final stages of engagement and approval</li> <li>• Framework agreed with Leadership Team and engagement had been undertaken and continues with wider stakeholders. Approval of document setting out the desired organisational culture due to cabinet sign off 15 March 23.</li> <li>• Scope and drafting have commenced for Workforce Strategy. Many priority workstreams are already in progress. Working towards Cabinet sign off in May.</li> </ul> <p><b>Officer Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Draft report of Corporate Induction has been completed, outlining current induction process and induction resources and recommendations to make improvements to induction and onboarding experience.</li> </ul>		

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	<ul style="list-style-type: none"> <li>• Action Plan being developed for decision-making training, 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.</li> <li>• Corporate Governance Training: Member and Officer training delivered by LGA. Next phase of training programme to be scoped by Law &amp; Governance &amp; Finance and agree support required by L&amp;D.</li> <li>• Delivery of Directorships and Trusteeships 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.</li> <li>• Management Development in scoping phase which will include; Manager Fundamentals, Compulsory learning, and manager skills development</li> </ul> <p><b>Officer and Member Relationship</b></p> <ul style="list-style-type: none"> <li>• Meetings with Group Leaders/Chief Whips and Statutory Officers have commenced, and regular meetings diarised.</li> <li>• Mentoring Programme with LGA is ongoing.</li> <li>• 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.</li> </ul> <p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Leadership Team Review of All Member Briefings - Briefing note to be scheduled as a closure report</li> </ul> <p><b>Internal Communications-</b></p> <ul style="list-style-type: none"> <li>• A comms approach outlining Chief executive handover has been drafted.</li> </ul>		

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	<ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Recruitment of Chief Executive</b></p> <ul style="list-style-type: none"> <li>New Chief executive appointed with a start date of 6 February 2023.</li> </ul>		
<b>Corporate Oversight</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams. 1 main action rated red risk has 1 sub action rated amber progress. 2 main actions have 3 sub actions rated amber progress. 1 green rated risk has 1 sub action rated red progress.</p> <p>Of the 13 main actions there is</p> <ul style="list-style-type: none"> <li>1 main action with a red risk rating (customer journey)</li> <li>5 main actions with an amber risk rating</li> <li>7 actions with a green risk rating.</li> </ul> <p>Of the 1 main action with a red risk rating - <b>Customer Journey Programme:</b></p> <ul style="list-style-type: none"> <li>1 sub action has or will experience medium slippage.</li> <li>This relates to: <b>Customer Journey Programme</b></li> </ul> <p><b>Board in place and regular meetings scheduled:</b> Board members to be confirmed, future board dates to be scheduled (commencing Feb 2023) and circulated. PM to be confirmed prior to Feb board.</p>	<p>December</p> <ul style="list-style-type: none"> <li>6 monthly report to Secretary of State submitted.</li> <li>Q2 Performance Management Report made to Cabinet</li> </ul> <p>November</p> <ul style="list-style-type: none"> <li>CTO and Governance Framework agreed</li> <li>Structure and Governance for Customer Experience Programme approved</li> </ul> <p>October:</p> <ul style="list-style-type: none"> <li>Q1 Performance Management Report made to Scrutiny and at an All Member Briefing.</li> </ul>	<ul style="list-style-type: none"> <li>All Directorate-level restructuring completed- <b>On hold pending arrival of new Chief Executive.</b></li> <li>Oracle Fusion Implemented- <b>In progress</b></li> <li><b>Complete:</b></li> <li>Establish Performance Management Framework</li> <li>Improvement Plan approved</li> <li>Procure new support provider</li> </ul>

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	<p>Of the 5 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 2 sub-actions to deliver the action are on track</li> <li>• 3 sub-actions have or will experience medium slippage or issues. These relate to: <ul style="list-style-type: none"> <li>• <b>Performance Management Framework (PMF) - Timescales need to be re-aligned.</b></li> <li>• Review Corporate KPIs for organisational health to reflect workforce strategy: Workforce Strategy in development. Need to ensure timescales for this action align with development of Workforce Strategy</li> <li>• Review Corporate KPIs for customer experience to reflect customer experience programme- Aligned to Customer Journey Programme. Will be focus of new Corporate Performance Manager to build into the PMF when they start end Feb 2023</li> <li>• <b>Programme and Project Management System Implementation – slippage due to resources</b> Due to capacity within the CT PMO initial design and build was delayed, this is now underway.</li> </ul> </li> <li>• 1 sub action has been placed on hold</li> <li>• <b>Restructuring – activity on hold pending arrival of new Chief Exec:</b></li> <li>• Directorate Level restructuring- Transfer of Directorate project support to Transformation team is complete.</li> </ul>	<p>September:</p> <ul style="list-style-type: none"> <li>• Q1 Performance Management Report made to Cabinet</li> <li>• ERP Contract signing and mobilisation</li> <li>• Project Management training rolled out to key project members for Oracle Fusion</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>• ERP Contract Awarded</li> <li>• Financial Services new structure in place</li> </ul> <p>July:</p> <ul style="list-style-type: none"> <li>• Business process re-engineering resources have been approved.</li> </ul>	<p>to deliver Oracle Fusion</p> <ul style="list-style-type: none"> <li>• First Performance Management Report</li> </ul>

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	<p>Further Directorate restructuring now on hold following departure of the Director of BSC, pending arrival of the new Chief Executive</p> <p><b>Assurance Action(s)</b></p> <ul style="list-style-type: none"> <li>• <b>Performance Management Framework (PMF):</b> Preparations in place for Q3 Report to Cabinet in March. Q2 report considered by Cabinet in December and Scrutiny in January.</li> <li>• <b>Budget Monitoring &amp; Budget Pressures:</b> Quarterly reporting has taken place and process is now embedded. Where budget pressures identified, LT 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.</li> <li>• <b>Embedding Finance Business Partner role:</b> Performance against KPIs for financial services section- First review of KPI performance will be undertaken at the end of January 2023</li> <li>• <b>Resolve issues relating to the completion and sign off of final accounts:</b> Outstanding issues are being resolved and draft Audit Committee date set for 28th February for approval of 2020/21 accounts. Aiming to complete draft accounts for 2021/22 by end March 2023.</li> </ul>		

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	<p><b>Corporate Oversight Workstream Updates</b></p> <p><b>ERP</b></p> <ul style="list-style-type: none"> <li>Detailed planning has taken place with System Integration Partner to outline high level milestones ahead of the April 2024 Go Live date.</li> <li>Approach to Benefits realisation in place</li> </ul> <p><b>Improvement Planning, Monitoring, and Learning</b></p> <ul style="list-style-type: none"> <li>Regular reporting on IP in place. Next quarterly report being prepared for Cabinet, ARAC and Scrutiny in March including response to external review follow-up reports.</li> <li>Report to Secretary of State- December report submitted. Next report due June 2022.</li> <li>Refresh of Improvement Plan underway following receipt of external review follow up reports and conclusion of listening exercise with staff. Changes to the IP to be reported to Cabinet in March 2023.</li> <li>Initial scoping of Continuous Improvement Plan is taking place</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>Preparations in place for Q3 Report to Cabinet in March.</li> <li>Q2 report considered by Cabinet in December and Scrutiny in January.</li> <li>KPI review – need to ensure timescales align with Workforce Strategy development and Customer Journey Programme. Will be focus of new Corporate Performance Manager to build into the PMF when they start end Feb 2023</li> <li>Budget Monitoring reported monthly to LT and quarterly to Cabinet and Scrutiny. This process is now embedded.</li> </ul>		



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	<p><b>Organisational Structure and Enabling Corporate Core</b></p> <ul style="list-style-type: none"> <li>External training provided to a number of corporate finance staff at the start of January and first draft of key training needs for each team planned for completion by end of January</li> <li>First review of KPI performance for financial services section will be undertaken at the end of January 2023</li> <li>Review underway around corporate debt recovery processes 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.</li> <li>Internal charges 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.</li> <li>Completion of 2020/21 accounts: outstanding issues are being resolved and draft Audit Committee date set for 28th February for approval of 2020/21 accounts. Aiming for completion of 2021/22 draft accounts by end of March 2023, subject to above.</li> </ul> <p><b>Programme and Project management.</b></p> <ul style="list-style-type: none"> <li>Realignment to create Corporate Transformation PMO underway and next step is a skills gap analysis.</li> <li>Corporate Transformation Board - TOR to be finalised, membership to be confirmed and board dates to be circulated in Feb 2023 for the 1st board in March 2023 (This action has been re-opened)</li> <li>Programme &amp; Project Management System - Due to capacity within the CT PMO initial design and build was delayed, this is now underway. Localised templates with agreed methodologies in accordance with P3M framework are currently being built into Verto.</li> </ul> <p><b>Customer Journey</b></p> <ul style="list-style-type: none"> <li>Workstream plans to be agreed at February Board meeting</li> <li>Programme Board membership to be confirmed, and future board dates to be scheduled (commencing Feb). PM to be confirmed prior to Feb board.</li> </ul>		

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<b>Strategic Direction</b>	<p><b>Summary Statement:</b> Progress is being made; however, 3 areas are experiencing medium levels of slippage and issues.</p> <p>Of the 13 main action areas, there are:</p> <ul style="list-style-type: none"> <li>• zero actions with a red risk rating,</li> <li>• 6 actions with an amber risk rating,</li> <li>• 7 actions with a green risk rating.</li> </ul> <p>Of the 6 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 3 live sub-actions to deliver the action are on track</li> <li>• 3 sub-actions are encountering areas of medium slippage or issues. These relate to:</li> </ul> <p><b>Develop and Implement the Commercial Strategy</b> (timescale slippage)</p> <ul style="list-style-type: none"> <li>• Business Cases Presented for commercial workstreams - Strategic Business Cases prepared and awaiting review by DoF and LT.- change control required.</li> </ul> <p><b>Equality and Diversity</b> (impact on resources and timescales due to reporting of EDI issues):</p>	<p><b>January</b></p> <ul style="list-style-type: none"> <li>• MTFP and Capital Strategy approved</li> <li>• Implemented new Asset Database-phase 1 complete</li> <li>• EDI Workforce action plan review complete</li> <li>• Review of Council EDI decision making process complete</li> <li>• Programme management software procured</li> </ul> <p><b>November</b></p> <ul style="list-style-type: none"> <li>• Corporate Asset Management Strategy Approved</li> <li>• Equality Policy approved</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Procurement Strategy – <b>Commenced</b></li> <li>• Commercial Strategy – <b>Approval due March 2023</b></li> <li>• Regular Resident Survey in place- Approach agreed - <b>In procurement phase</b></li> <li>• Equality, Diversity, and Inclusion Strategy approved- <b>Due early 2024</b></li> <li>• HRA 30 Year Business Plan approved- On track for <b>Spring 2023</b></li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>• Approval of Medium-Term</li> </ul>

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	<ul style="list-style-type: none"> <li>Reporting of historic EDI issues is continuing to impact on timescales for EDI work due to resources and effectiveness of staff network. Report due at LT in January around staff networks.</li> </ul> <p><b>Customer Journey Strategy (new delivery date required)-</b></p> <ul style="list-style-type: none"> <li>Progress being made with Cabinet Priority Focus Session held in December 2022 with the next one to follow in Feb. Cabinet have provided feedback on Constituent experience, draft Commitments &amp; Objectives. Next steps are for engagement sessions to be organised to ensure we capture Customer/Resident feedback to help us shape the Strategy.</li> <li>Zero sub-actions have or will experience significant slippage or issues.</li> </ul> <p>5 sub-actions have been marked complete this month</p> <ul style="list-style-type: none"> <li><b>Corporate Asset Management Strategy Development:</b> Implementation of new Asset Database</li> <li><b>Equality and Diversity:</b> EDI Workforce action plan review, Review of Council EDI decision making process (EqIA guidance and templates published) and Embed equalities, diversity and</li> </ul>	<ul style="list-style-type: none"> <li>Review of Council EDI decision making process</li> </ul> <p><b>October</b></p> <ul style="list-style-type: none"> <li>Corporate Parenting Strategy Approved</li> <li>Review of MTFP concluded</li> <li>Microsite creation for information around priority projects for stakeholders launched</li> </ul> <p><b>September:</b></p> <ul style="list-style-type: none"> <li>Equality policy review complete</li> <li>First Resident's Survey completed</li> <li>Budget Consultation Completed</li> </ul> <p><b>July:</b></p> <ul style="list-style-type: none"> <li>Corporate Procurement Strategy approved</li> </ul>	<p>Financial Plan and Capital Strategy</p> <ul style="list-style-type: none"> <li>Equalities Policy approved</li> <li>Corporate Asset Management Strategy Approved</li> <li>Approval of Communications and Corporate Affairs Strategy</li> <li>Approval of Regeneration Strategy and Pipeline-</li> <li>Early Help Strategy approved and launched</li> <li>Public Consultation to be carried out as part of budget process</li> <li>Corporate Parenting Strategy Refresh Approved</li> </ul>

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	<p>inclusion within Member and Officer Development Programmes</p> <ul style="list-style-type: none"> <li>○ <b>Incorporate Public Consultation Results into Performance Management Framework:</b> Proposal approved for the next phase of resident consultation and engagement and budget consultation, and Focus Groups held .</li> </ul> <ul style="list-style-type: none"> <li>• 1 sub-action is not yet due to commence</li> </ul> <p><b>Assurance Action(s)</b>  <b>1 assurance action due this month</b></p> <ul style="list-style-type: none"> <li>• <b>Regen Pipeline Development and Delivery: Pipeline projects updated to IPRM on a 6-monthly basis-</b> Report taken to Cabinet in November 22 covering (April to Sept). Showing progress over the 6-month period covering the 66 projects in the pipeline</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Consultation Launched</li> </ul>	
	<p><b>Strategic Direction Workstream Updates</b></p> <p><b>Strategy Development and Refresh</b></p> <ul style="list-style-type: none"> <li>• <b>Regen Strategy and Pipeline:</b> <ul style="list-style-type: none"> <li>○ First update report across the 63 projects in the pipeline taken to scrutiny and Cabinet in November 2022</li> <li>○ The options for procuring a strategic delivery partner are being actively explored. Awaiting information from Shropshire.</li> </ul> </li> </ul>		

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	<ul style="list-style-type: none"> <li>○ Programme Management Software Procurement- Implementation phase has started now that procurement has been complete. The pilot involves Adult Social Care, Business Strategy &amp; Change and Regeneration &amp; Growth.</li> <li>● <b>Corporate Asset Management Strategy:</b> Phase 1 of the Asset database has been complete in Dec 22. Phase 2 timelines are being scoped.</li> <li>● <b>Commercial Strategy:</b> Strategy approved by LT and Cabinet approval planned for March 23. Strategic Business Cases prepared and awaiting review by DofF and LT.</li> <li>● <b>Corporate Parenting:</b> yearly assurances provided to the Corporate Parenting Board due September 23.</li> <li>● <b>HRA Business Plan:</b> Plan considered by Scrutiny Board 1/11/22. Consultation with key stakeholders is underway. Procurement of stock condition surveys due to go to tender January 23.</li> </ul> <p><b>Equality and Diversity</b></p> <ul style="list-style-type: none"> <li>● Report to be considered by Leadership Team on 31 Jan 2023 on moving Staff Networks forward</li> <li>● Consultant anticipated to be appointed by end of Feb 2023.</li> <li>● EDI Workforce Action Plan Review has been completed. HR are taking forward through the workforce strategy</li> <li>● Review of EDI decision making has taken place and new EqIA Guidance and template has been issued.</li> </ul> <p><b>Medium Term Financial Plan &amp; Capital Strategy</b></p> <ul style="list-style-type: none"> <li>● MTFP and Capital Strategy approved</li> </ul> <p><b>Consultation and Engagement</b></p> <ul style="list-style-type: none"> <li>● Resident's Survey reported within Q2 Performance Report and outcomes shared at all staff briefing 02/11. Intelligence is being incorporated within business planning process for 2023 onwards and being used to shape budget.</li> <li>● Focus groups now completed.</li> </ul>		

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	<ul style="list-style-type: none"> <li>Approval to consultation framework including regular budget and residents' consultation and creation of Citizens' space platform. Currently in procurement phase.</li> </ul> <p><b>Customer Journey</b></p> <ul style="list-style-type: none"> <li>Cabinet Priority Focus Session held re: Customer Journey in December 2022, the next one is due 7/2/23 and Cabinet have been surveyed re: feedback on Constituent experience, draft Commitments &amp; Objectives. Next steps are for engagement sessions to be organised to ensure we capture Customer/Resident feedback to help us shape the Strategy.</li> </ul>		
<b>Decision Making</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams. All key milestones within this theme have now been delivered.</p> <p>Of the 5 main actions there are:</p> <ul style="list-style-type: none"> <li>zero main actions with a red risk rating,</li> <li>4 main actions with an amber risk rating,</li> <li>1 main actions with a green risk rating.</li> </ul> <p>Of the 4 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>1 sub-actions have or will experience significant slippage or issues. (Also reported in organisational culture).</li> </ul> <p><b>In-depth review and revision to Corporate Governance Documents: Effective Decision Making Training (due to a revised approach to training delivery). <i>Nb. Also reported in Organisational Culture</i></b></p>	<p>December</p> <ul style="list-style-type: none"> <li>Revised financial regs agreed</li> </ul> <p>November</p> <ul style="list-style-type: none"> <li>Council decision on 4 yearly election cycle made</li> <li>Revised Council Procedure rules</li> <li>Revised Scheme of Delegations agreed</li> <li>Review of scrutiny arrangements complete</li> <li>Council approved changes to scrutiny</li> </ul> <p>October:</p>	<p><b>All key milestones in this theme complete</b></p> <p><b>Complete:</b></p> <ul style="list-style-type: none"> <li>Revised Financial Regulations agreed</li> <li>Review of scrutiny arrangements Revised scheme of Delegations agreed</li> <li>Approval of any changes to scrutiny (if required following review)</li> <li>Council Decision on options for alternative election cycle</li> </ul>

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	<ul style="list-style-type: none"> <li>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.</li> <li>Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running.</li> <li>All other sub actions have been completed.</li> </ul> <p><b>Completed actions:</b></p> <ul style="list-style-type: none"> <li>1 sub-action has been marked complete this month.</li> <li><b>In-depth review and revision to Corporate Governance Documents:</b> Revised Financial Regs agreed</li> </ul> <p><b>Assurance Action(s)</b>  <b>No Assurance actions due this month</b></p> <ul style="list-style-type: none"> <li>Completion of report and recommendations</li> </ul> <ul style="list-style-type: none"> <li>zero sub-actions are not yet due to commence</li> </ul>	<ul style="list-style-type: none"> <li>ARAC recommendations and report into SEND transport complete</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>SEND procurement exercise undertaken in line with contract procurement rules</li> <li>Contracts now live</li> </ul> <p>August:</p> <ul style="list-style-type: none"> <li>Consultation launched re 4-yearly election cycle</li> </ul>	<ul style="list-style-type: none"> <li>Options Paper to Leadership Team for 4 yearly election cycle</li> <li>Scrutiny work planning event</li> <li>Revised Procurement and Contract Procedure Rules agreed</li> <li>Revised Council Procedure Rules</li> <li>Revised Sale of Land and Buildings Protocol</li> <li>Implementation of Scrutiny Recommendations for SEND (Special Educational Needs and Disability) Transport and Waste</li> <li>Completion of ARAC report and recommendations in relation to</li> </ul>

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	<p><b>Decision Making Workstream Summary</b></p> <ul style="list-style-type: none"> <li> <p><b>4 Yearly Election Cycle</b></p> <ul style="list-style-type: none"> <li>• All actions complete</li> </ul> </li> <li> <p><b>Constitution and Governance Framework</b></p> <ul style="list-style-type: none"> <li>• Effective decision-making training will be rolled out through to the end of the Municipal year. Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running.</li> <li>• Revised financial regulations agreed.</li> </ul> </li> <li> <p><b>Role and function of Scrutiny and Audit</b></p> <ul style="list-style-type: none"> <li>• Cabinet Member Briefing on final recommendation in relation to Waste Contract update 13/12/22. Update provided to Chair of Scrutiny (Environment) also.</li> <li>• Quarterly report on Scrutiny and Audit survey presented January 23 to IPRM and shared with Democratic Services for action.</li> <li>• Next step is to embed mechanisms for continuous improvement which will include the survey.</li> </ul> </li> </ul>		<p>governance issues raised (SEND Transport, Waste Contract)</p>



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<b>Procurement &amp; Commercial</b>	<p><b>Summary Statement:</b> Progress is being made across all workstreams.</p> <p>Of the 11 main actions there are:</p> <ul style="list-style-type: none"> <li>• zero actions with a red risk rating,</li> <li>• 5 actions with an amber risk rating,</li> <li>• 6 actions with a green risk rating</li> </ul> <p>Of the actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>• 3 live sub actions are on track</li> <li>• 1 sub-actions have or will experience medium slippage or issues:</li> </ul> <p><b>Lion Farm- Action plan to agree way forward and resolve matter:</b></p> <ul style="list-style-type: none"> <li>• Statement of facts were agreed 19 December.</li> <li>• Each parties secondary option agreement due 27 January 23.</li> <li>• The anticipated date for resolution is 24th March 2023.</li> </ul> <ul style="list-style-type: none"> <li>• Zero sub actions have been completed this month.</li> <li>• Zero sub actions are not due to start</li> </ul> <p><b>Assurance action(s)</b> <b>The large contracts in BE for waste/street cleansing, and both leisure providers will be added to the Intend contract management module:</b> Work has started and is procured with Intend colleagues to complete full upload.</p>	<p>December</p> <ul style="list-style-type: none"> <li>• Implementation of Phase 1 of Asset Management System</li> </ul> <p>October:</p> <ul style="list-style-type: none"> <li>• Review of Serco Contract Complete</li> <li>• Street Cleansing revised plan approved at Waste Board.</li> <li>• LATC Chief Officer recruitment underway</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>• Lion Farm: Responsibilities of both council and developer clarified within formal documentation</li> <li>• SEND Transport Contract has gone live</li> </ul>	<ul style="list-style-type: none"> <li>• SEND Transport Contract Monitoring arrangements in place- <b>Due in January</b></li> <li>• Arrangement in place for future delivery of leisure services- <b>May 2023</b></li> <li>• Fleet replacement complete- <b>Mid 2023</b></li> <li>• Lion Farm report to Cabinet on determination of position of developer- <b>date tbc as part of the ED process</b></li> </ul> <p>Complete:</p> <ul style="list-style-type: none"> <li>• Implementation of Asset Management System</li> <li>• Termination notice for SLT contract approved by Cabinet</li> </ul>

Theme	Summary	Achievements this period	Key Milestones
		<p>July:</p> <ul style="list-style-type: none"> <li>• SEND contract awarded</li> <li>• Cabinet decision on future delivery of leisure services</li> </ul>	<ul style="list-style-type: none"> <li>• Revised contract governance arrangements in place for Serco contract</li> <li>• Asset Management System Procured</li> <li>• SEND Transport procurement published</li> <li>• Waste and Recycling recovery plan implementation</li> <li>• Option appraisal for future leisure management options</li> <li>• Street Cleansing Recovery Plan Approved</li> <li>• Serco contract performance reporting embedded in PMF</li> <li>• Review of Serco contract completed</li> </ul>

Theme	Summary	Achievements this period	Key Milestones
	<p data-bbox="394 520 1200 552"><b>Procurement and Commercial Workstream Summary</b></p> <p data-bbox="394 596 640 628"><b>Waste Contract:</b></p> <ul data-bbox="443 635 1883 807" style="list-style-type: none"> <li>• Work has started and is being procured with Intend colleagues to complete full upload to the Intend contract management module</li> <li>• Re review of the contract - report has been received from Frith and LT briefing date due by mid Feb.</li> <li>• Street cleansing recovery plan implemented and on track for March completion</li> <li>• Fleet replacement programme is in delivery phase with dates into 2023.</li> </ul> <p data-bbox="394 852 651 884"><b>SEND Transport:</b></p> <ul data-bbox="443 890 1917 960" style="list-style-type: none"> <li>• Lessons learnt Capture for SEND procurement has been completed and presentation is due at IPRM February 2023.</li> </ul> <p data-bbox="394 1002 797 1034"><b>New System Procurement:</b></p> <ul data-bbox="443 1040 1984 1222" style="list-style-type: none"> <li>• Re Performance Management: 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</li> <li>• Phase 1 Asset Management was implemented in December 2023. 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.</li> </ul> <p data-bbox="394 1264 562 1295"><b>Lion Farm:</b></p> <ul data-bbox="443 1302 1357 1372" style="list-style-type: none"> <li>• Statement of facts were agreed 19 December.</li> <li>• Each parties secondary option agreement due 27 January 23.</li> </ul>		<ul data-bbox="1666 373 2007 481" style="list-style-type: none"> <li>• New SEND Transport contract in place</li> </ul>

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> <li>The anticipated date for resolution is 24th March 2023.</li> </ul> <p><b>Leisure Contract:</b></p> <ul style="list-style-type: none"> <li>Chief Officer has started. Clear project plan in place.</li> <li>Next milestone is Cabinet report due March 2023.</li> <li>Risk remains over utility contracts. Counsel advice received and being progressed with options for Members to consider.</li> </ul>		
Partnerships & Relationships	<p><b>Summary Statement:</b> Progress is being made across workstreams with no exception reports to raise.</p> <p>6 sub actions have been closed this month</p> <p>Of the 6 main action areas, there are:</p> <ul style="list-style-type: none"> <li>zero actions with a red risk rating,</li> <li>5 actions with an amber risk rating,</li> <li>1 action with a green risk rating.</li> </ul> <p>Of the 5 actions with an amber risk rating:</p> <ul style="list-style-type: none"> <li>2 live sub-actions to deliver the action are on track</li> <li>1 sub-actions have or will experience medium slippage or issues:</li> </ul> <p><b>Review partnership structures within the ‘People’s sphere’:</b> Partnership structures in relation to transition from children’s to adults in place</p>	<p>January</p> <ul style="list-style-type: none"> <li>SCT KPI suite reviewed</li> <li>Review of contract (SCT) concluded</li> </ul> <p>October</p> <ul style="list-style-type: none"> <li>SCT contract performance embedded within PMF</li> </ul> <p>September:</p> <ul style="list-style-type: none"> <li>Strategic Priorities form part of the Children &amp; Families Strategic Partnership (CaFSP) work programme.</li> </ul>	<ul style="list-style-type: none"> <li>VCS Strategy Approved – date tbc</li> </ul> <p><b>Complete:</b></p> <ul style="list-style-type: none"> <li>Review of SCT Contract concludes</li> <li>Regular cross-SMBC/SCT Leadership meetings</li> <li>City Region Sustainable Transport Scheme approved by CA Board</li> <li>Sandwell asks of trailblazer devolution deal agreed</li> <li>Officer &amp; Member representation</li> </ul>

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The project manager appointment was delayed, and the post re-advertised. Closing date 6 Jan.</li> <li>• Next steps are for PID to be completed and approved and monthly project meetings established.</li> <li>• 2 sub-actions have been completed this month <ul style="list-style-type: none"> <li>○ <b>Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract:</b> <ul style="list-style-type: none"> <li>▪ KPI Suite reviewed</li> <li>▪ Review of Contract concludes</li> </ul> </li> </ul> </li> <li>• 3 sub-actions are not yet due to commence</li> <li>• 1 sub-action is not rated this month <ul style="list-style-type: none"> <li>○ <b>Relationship with Voluntary &amp; Community Sector (VCS) and Funding to Voluntary &amp; Community Sector:</b> VCS Strategy formation commences. Assumption made that update and status are as per last month.</li> </ul> </li> </ul> <p><b>Assurance Action(s):</b></p>	<ul style="list-style-type: none"> <li>• Health and Wellbeing Strategy approved</li> <li>• Review of Grants completed</li> </ul>	<p>agreed to key regional and sub-regional meetings and clear</p> <ul style="list-style-type: none"> <li>• VCS Grants review update report to Leadership Team</li> <li>• Health and Wellbeing Strategy</li> <li>• SCT Contract performance reporting embedded within Council PMF-</li> <li>• Quarterly system-wide deep dives conducted for health inequality</li> <li>• VCS Strategy formation commences</li> </ul>

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> <li>• <b>Assurance action due and update required:</b></li> <li>• 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.</li> </ul> <p><b>Partnerships and Relationships Workstream Summary</b></p> <p><b>Sandwell Children’s Trust</b></p> <ul style="list-style-type: none"> <li>• KPI Suite reviewed. 14 of the 15 KPIs are agreed and the final KPI will be confirmed by the end of January 2023.</li> <li>• Review of contract complete and submitted to DfE.</li> </ul> <p><b>Regional and Sub Regional Presence</b></p> <ul style="list-style-type: none"> <li>• Attendance at and engagement within agenda issues at WMCA, ABCA and BCLEP is much improved and ongoing.</li> <li>• Assurance action in place to provide an update on a 6 monthly basis. Next update to IPRM due in March</li> </ul> <p><b>Effective Local Structures</b></p> <ul style="list-style-type: none"> <li>• Transition from children’s to adults: 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.</li> <li>• The project manager appointment was delayed, and the post re-advertised. Closing date 6 Jan.</li> <li>• Next steps are for PID to be completed and approved and monthly project meetings established.</li> </ul> <p><b>VCS (Voluntary and Community Sector) Relationship</b></p>		

Theme	Summary	Achievements this period	Key Milestones
	<ul style="list-style-type: none"> <li>• SCVO and the council have facilitated a series of face to face focus groups with cross sections of Sandwell's VCS to explore a series of key themes. These will be used to draft the main elements of the strategy.</li> <li>• Focus group pilot approach was held in September.</li> <li>• Focus Groups due to take place from October onwards</li> <li>• <b>January progress update pending</b></li> </ul>		