



IMPROVEMENT PLAN

| Progress against Plan Status Rating | Definition | Leadership Team Action as a result |
|-------------------------------------|---|--|
| On Track | Progress against the action is good and there is i) a low level of issues; and/or ii) progress is in line with the delivery date with no/ minor slippage (e.g. less than 1 months); and/or that | Leadership Team note progress and seek assurance that on track |
| Medium progress | Progress on the action is being made but there is i) a medium level of issues and/or ii) slippage (actual / projected) of 1-2 months | Leadership Team watching brief and review impact on dependencies |
| Significant issues / slippage | There is a significant level of issues and/or slippage (e.g. more than 2 months) | 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 | |

Theme 1 -Organisational Culture

| Static data | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | | |
|-------------------------------------|---------|--|--|-----------------------------|-----------------------|----------------------------|---|-------------|----------|-----------------------|---|---|---|---|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| | | | | | | | | | | | | | Status (April 2023) | Update (initial and Date)(April 2023) |
| Establishing Organisational Culture | OC.A1.0 | Establish the desired organisational culture for Sandwell Council | | Chief Executive | Deputy Leader | | Head of HR | May 2022 | Dec 2022 | Focus 1 | N/A | N/A | N/A | N/A |
| Establishing Organisational Culture | OC.A1.2 | Phase 2 Engagement: Determining Desired Culture | | Chief Executive | Deputy Leader | | Head of HR | Aug 2022 | Mar-23 | N/A | Complete | Complete | Complete | Complete |
| Establishing Organisational Culture | OC.A1.3 | Approval of document setting out the desired organisational culture | | Chief Executive | Deputy Leader | | Head of HR | Autumn 2022 | Mar-23 | N/A | Complete | Cabinet endorsed the new desired values and behaviours on 15 March 2023. Discussed at Wider leadership team 9.3.23 and sharing on All Staff Briefing 22.3.23. DS 20.3.23 | Complete | complete |
| Establishing Organisational Culture | OC.A2.0 | Create the right environment for that organisational culture to thrive | (New) O1 We will embed the One Team Framework | Chief Executive | Deputy Leader | | | | | Focus 1 | N/A | N/A | N/A | N/A |
| Establishing Organisational Culture | OC.A2.1 | Workforce Strategy approved | | Chief Executive | Deputy Leader | | Head of HR | Dec-22 | May-23 | N/A | On Track- little or no slippage | Priorities and action plan developments are underway | On Track- little or no slippage | Priorities and action plan developments are underway |
| Establishing Organisational Culture | OC.A2.3 | Roll out of One Team framework - Launch and share events with people managers (June & July 2023) - Alignment of One Team framework values and behaviours in people practices and L&D offer | | Chief Executive | Deputy Leader | | Head of HR | 23-Mar | 23-Jul | N/A | On Track- little or no slippage | As above A1.3 | On Track- little or no slippage | As above A1.3 |
| Establishing Organisational Culture | OC.A2.4 | New action: Employee performance review and objective setting, linked to Corporate Plan and Directorate Plans (Appraisal) a) confirm approach for 2023 b) determine fully refreshed approach for 2024 onwards | | Chief Executive | Deputy Leader | | Head of HR | 23-Mar | 24-Mar | N/A | New Action Added | new action | New Action Added | new action |
| Officer Learning and Development | OC.B2.0 | Develop a clear programme of management development | (New) O2 We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive | Chief Executive | Deputy Leader | Director- Law & Governance | | | | Focus 2 | N/A | N/A | N/A | N/A |
| Officer Learning and Development | OC.B2.1 | Management and Development Programme Scope, Content and Budget Agreed | | Chief Executive | Deputy Leader | Director- Law & Governance | Head of HR HR Team Manager L&D/OD | Oct-22 | April 23 | N/A | On Track- little or no slippage | Manager essentials ready to launch and pilot to be held in April 23 with open cohort May 23 and further dates | On Track- little or no slippage | Pilot session took place 20 April for Manager skills workshop. Sessions booked for May and June and promotion |
| Officer Learning and Development | OC.B2.4 | Management Development Programme Delivery | | Chief Executive | Deputy Leader | Director- Law & Governance | | 23-Apr | tbc | N/A | Not due to start | Apr-23 | Not due to start | Apr-23 |
| Officer Learning and Development | OC.B2.5 | New action: Senior Leadership Development Programme Scope, Content and Budget Agreed | | Chief Executive | Deputy Leader | | Head of HR HR Team Manager L&D/OD | | TBC | N/A | New Action Added | new action | New Action Added | new action |
| Officer Learning and Development | OC.B3.0 | Officer Learning and Development | (New) O4-We will continue to improve Officer-Member Relationships | Chief Executive | Deputy Leader | Director- Law & Governance | | | | Focus 2 | N/A | N/A | N/A | N/A |
| Officer Learning and Development | OC.B3.1 | Revision of Corporate Induction | | Chief Executive | Deputy Leader | Director- Law & Governance | Head of HR | Autumn 2022 | Feb-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | As reported February | Complete | Monthly face to face induction sessions in place for new starters without laptops. Data on completion of induction will be collected as part of Oracle implementation. Briefing note prepared for SL. |
| Officer and Member Relationship | OC.C4.0 | Assurance Activity to sustain positive Officer and Member Relationship | (New) O4-We will continue to improve Officer-Member Relationships | Director - Law & Governance | Leader of the Council | | | Jan-23 | | Focus 2 | N/A | N/A | N/A | N/A |
| 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 | 23-May | N/A | On Track- little or no slippage | Member-Officer Relationship Survey in final stages of preparation. Member survey launched 27/03/23. Officer survey due to be launched in early April. On track for analysis to be presented to IPRM in May. | Medium Progress- actual/ projected slippage of 1-2 months | Member Officer Survey launched in April with closing date at end of April. Amber rating reflects issues in response rate. Further comments with staff and Group Leaders and Chief Whips has taken place to encourage responses. Analysis will proceed for 11 May IPRM. Consideration to be given to timescales for repeat survey and reflection on reasons for response rate. |
| Member Learning and Development | OC.D3.0 | Continue forward plan for all Member briefings based on themes of work / areas for development | (New) O4-We will continue to improve Officer-Member Relationships | Director - Law & Governance | Leader of the Council | | | | | Focus 2 | N/A | N/A | N/A | N/A |
| Member Learning and Development | OC.D3.2 | Leadership Team Review of All Member Briefings to ensure they are meeting needs | | Director - Law & Governance | Leader of the Council | | | Mar-22 | Ongoing | N/A | On Track- little or no slippage | All Member briefings have continued to take place and briefings with LT taking place as part of the preparations. Reflections on this municipal year and proposals for next municipal year are being pulled together for discussion with LT in line with the results from the Officer-Member survey response. | On Track- little or no slippage | All Member briefings have continued to take place and briefings with LT taking place as part of the preparations. Reflections on this municipal year and proposals for next municipal year are being pulled together for discussion with LT in line with the results from the Officer-Member survey response. |

| Static data | | | | | | | | | | | | | April Update Due | |
|----------------------------------|---------|--|---|-----------------------------|--|--------------------|---|---------------------------------|---|------------------|---------------------------------|---|---|---|
| Workstream | Ref | Action | We will statement (code & statement in full) | Owners | | | Dates | | Focus | | Progress against plan | | Evidence of status rating | |
| | | | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)/March 2023 | Progress against plan | Evidence of status rating |
| Member Learning and Development | OC.D4.0 | Induction training for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers | (New) O4-We will continue to improve Officer-Member Relationships | Director - Law & Governance | Leader of the Council | | | Jun-22 | Jul-22 | Focus 2 | Complete | MDP signed off by Ethical Standards and Member Development Committee and this includes the induction programme. | Complete | Complete |
| Member Learning and Development | OC.D5.0 | Member development programme | (New) O4-We will continue to improve Officer-Member Relationships | Director - Law & Governance | | | | | | Focus 2 | N/A | | N/A | |
| Member Learning and Development | OC.D5.1 | 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 | On Track- little or no slippage | MDP update considered by Ethical Standards and Member Development Committee in March. Delegation agreed for Chair to approve final version. Ongoing work with the Chair to respond to any emerging needs between now and the start of the Municipal Year, specifically Induction Programme following confirmation of at least 17 new Clirs to be elected in May. Member PDP take-up is included within the Corporate Governance work. | Medium Progress- actual/ projected slippage of 1-2 months | As per update last month, MDP approved by ESMDC and delegation in place for Chair to agree final version. Following confirmation that min. 18 new Councillors, the induction programme within MDP is undergoing further updates to reflect that significant change. The induction programme to MDP due to be signed-off by early May. |
| Internal Communications | OC.E2.0 | Deliver the communications strategy to assist with more effective internal communications | (New) O5- We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (See O20 - O22) | Chief Executive | Leader of the Council | | | Feb-22 | Ongoing | Focus 2 | N/A | N/A | N/A | N/A |
| Internal Communications | OC.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 - Boslin People e-bulletin (New) | | Chief Executive | Leader of the Council | | Strategic Lead - Communications | Ongoing | Monthly updates through IP | N/A | On Track- little or no slippage | All staff briefing to launch new values and behaviours and update on improvement plan progress held on 22 March. Other internal comms activity has continued. | On Track- little or no slippage | Series of work planned with culture group and comms to embed the values across the org. Looking at how we can showcase the behaviours being demonstrated through employee stories/ we are Sandwell. From April 24 the values will form part of the appraisal guidance. |
| Internal Communications | OC.E2.2 | Chief Executive's Comms Plan launch | | Chief Executive | Leader of the Council | | Strategic Lead - Communications | Spring 2023 TBC | TBC | N/A | On Track- little or no slippage | Weekly CE blog established. Video shared with staff introducing the new CE. | On Track- little or no slippage | Comms introducing the CE to the organisation have been delivered. A forward plan is being developed with the CE that sets out how ongoing comms will be delivered. |
| Internal Communications | OC.E2.3 | Develop proposal for all staff conference | | Chief Executive | Leader of the Council | | Strategic Lead - Communications | TBC Aligned to CEX 100 day plan | TBC | N/A | On Track- little or no slippage | Programme of visits to service areas by CE and Directors underway. Plans being developed to hold in person briefings as part of rollout of new values and behaviours. | On Track- little or no slippage | Working towards a July in person briefing. |
| Internal Communications | OC.E2.4 | Formal Employee Recognition Scheme - approach and resources identified | | Chief Executive | Leader of the Council | | Strategic Lead- Service Improvement | Mar-23 | Oct-23 | N/A | On Track- little or no slippage | Initial scoping of options for an employee recognition scheme has taken place. Next step is a survey to staff. The survey launch has been delayed due to the launch of the One Team Framework as the employee recognition scheme is linked to embedding the new values. Timescales for introduction of recognition scheme will be identified. RJ 30/03/23 | On Track- little or no slippage | Update as per last month. Ongoing work is in place around recognition through comms approach e.g. recognition of good practice and shout outs, and through ongoing approach taken by Directors and Leaders. Employee experience strand within the workforce strategy includes employee recognition and reward. Considerations around formal recognition scheme will be a deliverable within the workforce strategy. RJ 25/04/23 |
| Internal Communications | OC.E2.5 | Continuous feedback on effectiveness of internal comms | | Chief Executive | Leader of the Council | | Strategic Lead - Communications | Ongoing | Quarterly Reporting Jan, Apr, July, Oct | N/A | On Track- little or no slippage | Pulse survey will be carried out ahead of the next EES. | On Track- little or no slippage | the next EES. Regularly run surveys in director live events, team talk. Looking at what colleagues are engaging with across internal comms channels. |
| Internal Communications | OC.E2.6 | Regular comms activity around the scale of financial activities and how the organisation is addressing them. | | Chief Executive | Leader of the Council | Director - Finance | Strategic Lead - Communications | Jan-23 | ongoing | N/A | On Track- little or no slippage | All staff newsletter from Finance Director shared. | On Track- little or no slippage | Director of Finance had leadership bulletin in Feb, and regular updating colleagues on live events, re: budget across team talk |
| Internal Communications | OC.E2.7 | Review social media policy and create guidance/ protocol for working with MPs | | Chief Executive | Leader of the Council | | Strategic Lead - Communications AD - HR | Jan-23 | 23-Aug | N/A | On Track- little or no slippage | Comms and HR have met to discuss. Amendments to the social media policy have been drafted and are now being shared for comment. | On Track- little or no slippage | The Social media policy has been agreed with TUs, and will now be shared with the CE before dissemination across the organisation. |
| Internal Communications | OC.E2.8 | Regular comms activity around the golden thread | | Chief Executive | Leader of the Council | | Strategic Lead - Communications | Jan-23 | ongoing | N/A | On Track- little or no slippage | We are working with the LGA to develop a new corporate narrative which will enable us to use consistent language to describe council priorities and actions. | On Track- little or no slippage | a new corporate narrative which will enable us to use consistent language to describe council priorities and actions. The LGA are coming in June. |
| Embedding Constitutional Changes | OC.G1.0 | Governance review Phase 2 | (New) O10- We will ensure that our refreshed governance arrangements are embedded | Director - Law & Governance | Leader of the Council | | | Jan-23 | TBC | Focus 2 | N/A | | N/A | |

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| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Embedding Constitutional Changes | OC.G1.1 | Agree project plans relating to each of the changes within the constitution | | Director - Law & Governance | Leader of the Council | | | Jan-23 | Feb-23 | N/A | Significant issues / actual/projected slippage | Draft Project Plan was due to be finalised by the end of March but it will now be end April. Activities have already commenced and have not been delayed by the formation of the overriding action plan. This includes report writing training, revising the induction programme for Members, specific training requested by the Leader, addressing streaming issues, and revising scrutiny procedure rules (which will go to Annual Council for approval). Seeking additional resources to help with BAU delivery so that there is capacity to deliver the Governance Review actions (including the finalisation of the action plan). | Complete | Overall project plan being finalised for end May. |
| Embedding Constitutional Changes | OC.G1.2 | Effective decision-making training | | Director - Law & Governance | Leader of the Council | | | Jan-23 | May-23 | N/A | On Track- little or no slippage | Dates are in place for the initial report writing training in March and April. Further training around procurement, financials etc. and scenario-based learning are being planned (within action OC.G1.1 above). | Complete | Effective report writing training delivered in April. As a result of feedback from the training, more training will be rolled out focusing on the process around effective decision-making. |
| Embedding Constitutional Changes | OC.G1.3 | Delivery of Corporate Governance Development Programme | | Director - Law & Governance | Leader of the Council | Director-Finance | | Jan-23 | May-24 | N/A | On Track- little or no slippage | See OC.G1.1 and OC.G1.2 above. | On Track- little or no slippage | See OC.G1.1 and OC.G1.2 above. Focus for this quarter has been the delivery of effective decision making training and budget holder training. Action title to be updated to reflect next phase. |
| Embedding Constitutional Changes | OC.G1.4 | Annual Refresher of Corporate Governance Training | | Director - Law & Governance | Leader of the Council | | | TBC | tbc | N/A | On Track- little or no slippage | Part of Corporate Governance Development Programme. It is included within the induction programme for 2023-2024. | On Track- little or no slippage | Part of Corporate Governance Development Programme. It is included within the induction programme for 2023-2024. Action to be monitored within IP until it has been delivered. Dates to be included. |
| Embedding Constitutional Changes | OC.G1.5 | Delivery of Directorships and Trusteeships Training | | Director - Law & Governance | Deputy Leader | | | Jan-23 | Jul-23 | N/A | On Track- little or no slippage | Training was delivered in 2022. Part of Corporate Governance Development Programme for annual refresh. It is included within the induction programme for 2023-2024. Action to be monitored within IP until it has been delivered. | On Track- little or no slippage | Training was delivered in 2022. Part of Corporate Governance Development Programme for annual refresh. It is included within the induction programme for 2023-2024. Action to be monitored within IP until it has been delivered. |
| Role and Function of Scrutiny and Audit | OC.H1.0 | Assurance Activity to ensure effective contribution of Scrutiny and Audit is sustained | New O10- We will ensure that our refreshed governance arrangements are embedded | Director - Law & Governance | | | | | | Focus 2 | N/A | | N/A | |
| Role and Function of Scrutiny and Audit | OC.H1.1 | Confirm mechanisms for ongoing insight and assurance around the effectiveness of Scrutiny and Audit | | Director - Law & Governance | | Chairs of ARAC and Scrutiny | | | | N/A | Complete | Range of mechanisms in place including regular review of work programmes, survey, meetings between Chairs and Officers. Regular engagement between Lead Scrutiny Chair and Lead Executive Cabinet Member. Scrutiny guidance published. Scrutiny annual reporting in place. Practice is embedded. | Complete | Complete |
| Role and Function of Scrutiny and Audit | OC.H1.2 | Quarterly survey of Member and Officers participating in Scrutiny and Audit meetings | | Director - Law & Governance | | | Strategic Lead - Service Improvement Democratic and Member Services Manager | | Jan April July October | N/A | On Track- little or no slippage | Last analysis shared with LT in January. Any immediate concerns/actions are being picked up by Democratic Services for action in between quarterly reporting. On agenda for April IPRM reporting. On agenda for April IPRM reporting. | On Track- little or no slippage | Last analysis shared with LT in January. Any immediate concerns/actions are being picked up by Democratic Services for action in between quarterly reporting. On agenda for April IPRM to conclude quarterly reporting cycle. Discussions underway on arrangements for next Municipal Year. |

Theme 2- Corporate Oversight

| | | | | | | | | | | | | | | April Update Due | |
|---|----------|--|--|------------------|-----------------------|--|-------------------------------------|-------------|--|------------------|---------------------------------|--|---|---|---------------------------|
| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | | Progress against plan | Evidence of status rating |
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) | |
| ERP | CO.A1.0 | Implement Oracle Fusion | (New) O15 We will deliver the Oracle transformation programme | Director-Finance | Deputy Leader | Director-Business Strategy & Change Director- Law | | Apr-22 | Apr-24 | Focus 1 | N/A | N/A | N/A | N/A | |
| ERP | CO.A1.8 | Completion of discovery phase | | Director-Finance | Deputy Leader | | PMO lead | Jan-23 | Feb-23 | N/A | Complete | Phase complete | Complete | Complete | |
| | CO.A1.9 | Completion of the modelling phase | | Director-Finance | Deputy Leader | | PMO lead | Feb-23 | Jun-23 | N/A | On Track- little or no slippage | Project milestones on track. Some resources issues but being managed by the PMO | On Track- little or no slippage | Project milestones on track. HR and payroll is on the critical path and risk of slippage but this is being managed by PMO. | |
| ERP | CO.A1.10 | Go live | | Director-Finance | Deputy Leader | | PMO Lead | Apr-24 | Apr-24 | N/A | On Track- little or no slippage | No slippage being reported against key project milestones | On Track- little or no slippage | Within Project Milestones to date. Resources in place. Main risk of slippage relates to HR and Payroll. | |
| ERP | CO.A1.11 | 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 | | PMO lead | Feb-23 | quarterly | N/A | Assurance Action | Update due May | Assurance Action | Update due May | |
| Improvement Planning, Monitoring and Learning | CO.B1.0 | Single Improvement Plan Phase 1 | | Leadership Team | Leader of the Council | | | Mar-22 | Jun-22 | Focus 2 | N/A | N/A | N/A | N/A | |
| Improvement Planning, Monitoring and Learning | CO.B1.4 | Ongoing Monitoring of Improvement Plan (Monthly Monitoring by Leadership Team, Quarterly Monitoring by Cabinet, ARAC regular review of IP and IP Risk Register, Scrutiny regular review of IP) | | Leadership Team | Leader of the Council | | Strategic Lead: Service Improvement | Ongoing | Monthly assurance | N/A | On Track- little or no slippage | February report presented to IPRM 02/03 and to Leader's meeting 08/03. Quarterly report made to Cabinet on 15/03, ARAC on 16/03 and due at scrutiny on 29/03. RJ 16/03/23 | On Track- little or no slippage | March report presented to IPRM 06/04 and Leader's Meeting 12/04. Next Quarterly reports due to Cabinet, Scrutiny and Audit in June together with SoS letter. An annual report is being prepared. 24/04/23 RJ | |
| Improvement Planning, Monitoring and Learning | CO.B1.5 | 6 monthly report to Secretary of State | | Leadership Team | Council | | Strategic Lead: Service Improvement | Dec-22 | June each year throughout intervention | N/A | On Track- little or no slippage | December report submitted. Next report due June 2022. SoS response to Commissioners' December letter received 16/03/23. RJ 16/03/23 | On Track- little or no slippage | Preparations underway for June report. 24/04 RJ | |
| Improvement Planning, Monitoring and Learning | CO.B1.6 | Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team | (New) O2 We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce | Chief Executive | Deputy Leader | | | Jan-23 | Jan July each year | Focus 2 | On Track- little or no slippage | Leadership considered the progress update in January 2023. Agreement reached to conduct next Employee Engagement Survey in Autumn 2023. Next update on survey action plan due July. RJ 16/03/23 | On Track- little or no slippage | Leadership considered the progress update in January 2023. Agreement reached to conduct next Employee Engagement Survey in Autumn 2023. Next update on survey action plan due July. RJ 17/04/23 | |
| Improvement Planning, Monitoring and Learning | CO.B2.0 | Single Improvement Plan Phase 2 | (New) O7 We will hold ourselves to account for the delivery of the improvement plan and will continuously improve | Leadership team | Leader of the Council | | | Dec-22 | Mar-23 | Focus 2 | N/A | N/A | N/A | N/A | |
| Improvement Planning, Monitoring and Learning | CO.B2.1 | Approval of Improvement Plan Phase 2 | | Leadership team | Leader of the Council | | Strategic Lead: Service Improvement | Dec-22 | Mar-23 | N/A | Complete | Changes to Improvement Plan as a result of External Follow up Reviews were included in the Quarterly Report to Cabinet in March to form the phase 2 plan. 16/03/23 | Complete | Complete | |
| Improvement Planning, Monitoring and Learning | CO.B2.2 | Approval of Improvement Plan Phase 3 | | Leadership team | Leader of the Council | | Strategic Lead: Service Improvement | Mar-23 | Jun-23 | N/A | New Action Added | Phase 2 plan agreed March 2023 to reflect external review findings from Grant Thornton and LGA. Phase 3 plan to be agreed in June to align with the update to the Corporate Plan and Directorate Business Plans. | On Track- little or no slippage | Phase 3 plan due to Cabinet in June 2023 to reflect response to CIPFA review and that IP activity embedded within Corporate Plan and Business Plans, as appropriate. | |
| Improvement Planning, Monitoring and Learning | CO.B3.0 | Continuous Improvement | | Chief Executive | Leader of the Council | | | Autumn 2022 | Spring 2023 | Focus 2 | N/A | N/A | N/A | N/A | |
| Improvement Planning, Monitoring and Learning | CO.B3.1 | Develop a Continuous Improvement framework | | Chief Executive | Leader of the Council | | | Autumn 2022 | Jun-23 | N/A | On Track- little or no slippage | Preparations underway for Leadership Team discussion in April and on track for approval in June. RJ 16/03/23 | Medium Progress- actual/ projected slippage of 1-2 months | Continuous Improvement activity is underway as part of improvement plan actions. Framework development has been delayed due to re-prioritisation of resources on LUP development. Timescales to be re-profiled. | |

| Static data | | | | | | | | | | April Update Due | | | | |
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| Workstream | Ref | Action | We will statement (code & statement in full) | Owners | | | Dates | | Focus | Progress against plan | Evidence of status rating | | | |
| | | | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Improvement Planning, Monitoring and Learning | CO.B3.2 | Develop a lessons learnt framework | | Chief executive | Leader of the Council | | | 23-Jan | 23-Jun | N/A | On Track- little or no slippage | Initial scoping of work is taking place. Lessons learnt for SEND has been reported to LT. Further lessons learnt around a multi-agency approach to a damp and mould issue is being captured. These examples of lessons learnt will inform the Presentation prepared to aid dissemination of lessons learnt and the actions in place to respond. Lessons Learnt scheduled for face to face WLT in June. Action due to be closed from IP once assurance in place that actions are | Medium Progress- actual/projected slippage of 1-2 months | As update above. Lessons learnt capture is taking place and is informing our plans e.g. seeking lessons learnt around closure of accounts and Oracle implementation in other I&A. Framework development is incorporated. |
| Improvement Planning, Monitoring and Learning | CO.B3.3 | Ensure SEND 2 lessons learnt applied | | Leadership Team | Leader of the Council | | | 23-Jan | June* to time with embedding actions in business plans | N/A | On Track- little or no slippage | Lessons learnt and the actions in place to face WLT in June. Action due to be closed from IP once assurance in place that actions are | On Track- little or no slippage | Scheduled for WLT in June. Action due to be closed from IP once assurance in place that actions are embedded in business plans (June). |
| Performance Management | CO.C1.0 | Performance Management Framework (PMF) | (New)U16 - we will embed an evidence-based continuous improvement | Chief Executive | Deputy Leader | | | Sep-22 | Ongoing | Focus 2 | N/A | N/A | N/A | N/A |
| Performance Management | CO.C1.3 | Quarterly Performance Reports made to Cabinet | | Chief Executive | Deputy Leader | | | Ongoing action | Quarterly monitoring to ensure approach embedded | N/A | Assurance Action | Q3 report made to Cabinet in March. RJ 16/03/23 | Assurance Action | Preparations underway for Q4 report to Cabinet in July. RJ 24/04/23 |
| Performance Management | CO.C1.4 | Review Corporate KPIs for organisational health to reflect workforce strategy | | Chief Executive | Deputy Leader | | | January 2023 | Jun-23 | N/A | On Track- little or no slippage | Work underway to refresh Corporate Plan including measures within the performance management framework. Due to be reported to Cabinet in June. | Significant issues / actual/projected slippage- more than 2 months | There are significant capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. A new HR dashboard will be developed over the next few quarters ready for reporting in Q1 2024/25. The existing set of organisational health metrics have been prepared for year end reporting within the PMF. |
| Performance Management | CO.C1.5 | Review Corporate KPIs for customer experience to reflect customer experience programme | | Chief Executive | Deputy Leader | | | January 2023 | Apr-23 | N/A | On Track- little or no slippage | Work underway to refresh measures within performance management framework linked to the Corporate Plan refresh. This includes a set of customer service standards. These have been drafted and the next stage is to confirm the final metrics. This is due for Leadership Team consideration in April. | On Track- little or no slippage | Work underway to refresh measures within performance management framework linked to the Corporate Plan refresh. This includes a set of customer service standards. These have been drafted and the next stage is to confirm the final metrics. Leadership Team discussed this in April and a revised/final set is going to Leadership Team in May. |
| Performance Management | CO.C1.6 | Review PMF and put in place plans to address data gaps | | Chief Executive | Deputy Leader | | | Mar 23 | Jun-23 | N/A | On Track- little or no slippage | Work underway to refresh PMF alongside Corporate Plan refresh. | On Track- little or no slippage | Work is continuing to refresh the PMF alongside Corporate Plan refresh. This is going to Leadership Team in May and Cabinet in June. |
| Performance Management | CO.C1.7 | Q4 SCT Contract Report to include overview of ITS (invest to save) activity. | | Director - Children & Education | Deputy Leader | | | June-23 | Jun-23 | N/A | On Track- little or no slippage | Preparations being made for inclusion of this information in Q4 report. | On Track- little or no slippage | The Q4 Contract Report is being prepared for Leadership Team in June and will include specific update details relating to Invest to Save. |
| Performance Management | CO.C1.8 | Corporate performance team in place | | Chief Executive | Deputy Leader | | | Dec-22 | Sep-23 | N/A | On Track- little or no slippage | Team manager has commenced and additional capacity is in place focusing on data and intelligence. JDs for additional posts are being prepared. | On Track- little or no slippage | Team manager has commenced and additional capacity is in place focusing on data and intelligence. Shortlisting for G Grade post underway and interviews due to take place in May. JD for remaining post being confirmed. RJ 25/04/23 |
| Performance Management | CO.C1.9 | New action: Consider integrating revenue, Capital and Performance reporting | | Director- Finance | Deputy Leader | | | July 23 | Mar-24 | N/A | New Action Added | new action | New Action Added | new action |
| Performance Management | CO.C2.0 | Budget Monitoring | New O11- We will set a sustainable and balanced budget each year | Director- Finance | Deputy Leader | | | Mar-22 | Ongoing | Focus 2 | 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- March, June, Sep, Dec | Quarterly monitoring to ensure approach embedded | N/A | Assurance Action | Monthly reports are continuing and these are being reviewed for further improvement by the Interim Financial Strategy Manager | Assurance Action | (due June 23) Monthly reports are continuing and these are being reviewed for further improvement by the Interim Financial Strategy Manager |
| 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 | Budget pressures and mitigations are discussed at LT each month | Assurance Action | As previous update |
| Performance Management | CO.C2.6 | Embed financial benchmarking in budget planning | | Director- Finance | Deputy Leader | | | Apr-23 | Jan-24 | N/A | On Track- little or no slippage | As February update | On Track- little or no slippage | As previous update |
| Organisational Structure and Enabling Corporate Core | CO.D1.0 | Restructuring | | Leadership Team | Deputy Leader | | | Dec-20 | Dec-22 | Focus 2 | N/A | N/A | N/A | N/A |
| Organisational Structure and Enabling Corporate Core | CO.D1.1 | Directorate Level restructuring | | Chief Executive | Deputy Leader | | | | Head of HR | N/A | Action on Hold | Directorate-level structure is under discussion. Planning stages for recruitment of Assistant Chief Executive. | Action on Hold | Directorate-level structure is under discussion. Planning stages for recruitment of Assistant Chief Executive. |

| | | | | | | | | | | | | | April Update Due | | |
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| Static data | | | We will statement (code & statement in full) | Owners | | | | Dates | | Focus | 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 | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) | |
| Organisational Structure and Enabling Corporate Core | CO.D1.2 | Review of spans and layers across Council's managerial structures in line with LGA Guidance (likely to be incorporated within Target Operating Model Programme in due course) | | Chief Executive | Deputy Leader | | AD - Transf Head of HR | TBC | TBC | N/A | Action on Hold | as above | Action on Hold | This review is to be addressed through the workforce strategy implementation. Currently on hold. | |
| Organisational Structure and Enabling Corporate Core | CO.D2.0 | Embedding Finance Business Partner role | New O13- We will embed the finance business role | Director- Finance | Deputy Leader | | | Jan-22 | Aug-22 | Focus 2 | 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 | | Mar-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | Due to limited progress internally, C Co has now been commissioned to deliver this and the work is underway. This includes baselining the current position, workshops with staff, a gap analysis and an action plan. | Medium Progress- actual/ projected slippage of 1-2 months | Engagement sessions completed and report due by end of April which will allow plan to be developed by July in line with Change Control. | |
| 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 | Assurance Action | KPI's agreed and will be embedded from April 2023 for the new financial year to allow for training and recruitment. | Assurance Action | quarterly update | |
| Organisational Structure and Enabling Corporate Core | CO.D3.0 | Reduction of financial transactional activity | New O17- We will establish a corporate transformation programme and Governance Structures | Director- Finance | Deputy Leader | | | Jan-22 | Mar-23 | Focus 2 | 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 | | | | Mar-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | Review of current debts and debt processes is complete and final recommendations and Business Case for centralising debtors function is due mid-April. | Complete | Review is largely complete and draft report and recommendations received. Implementation of recommendations will be longer process. | |
| Organisational Structure and Enabling Corporate Core | CO.D3.6 | New action: Implement recommended processes for a single view of debt | | Director- Finance | Deputy Leader | | | | TBC | N/A | New Action Added | new action | New Action Added | new action | |
| 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 | On Track- little or no slippage | Reviews on track to complete by the end of March 2023 with the exception of Business Support which has a completion date of May 2023. | On Track- little or no slippage | Transactional Finance Reviews completed and recommendations being implemented. Ongoing process so further areas for review are being identified. Also recommendations from some reviews are longer term e.g. business support | |
| 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 | Apr-24 | N/A | On Track- little or no slippage | New methodology and process now being implemented | On Track- little or no slippage | New process now being implemented | |
| Organisational Structure and Enabling Corporate Core | CO.D3.7 | New action: Develop Business case for Transactional Finance Unit | | Director- Finance | Deputy Leader | | | | TBC | N/A | New Action Added | new action | New Action Added | new action | |
| Organisational Structure and Enabling Corporate Core | CO.D4.0 | Resolve issues relating to the completion and sign off of final accounts. | New O11- We will set a sustainable and balanced budget | Director- Finance | Deputy Leader | | | Jan-22 | May-22 | Focus 1 | 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 | | | Monthly monitoring | Monthly monitoring | N/A | Assurance Action | Accounts approved by ARAC on 16th March but Director of Finance has delegated authority to make final amendments before GT can issue the audit opinion and complete the audit. Staff sickness has slowed progress. | Assurance Action | Updated 20/21 accounts to be completed and handed over to Grant Thornton w/c 8 th May | |
| 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 | | | Monthly monitoring | Monthly monitoring | N/A | Assurance Action | Agreed early June for completion of 2021/22 accounts as GT have limited capacity before then due to NHS audits. Also gives further time for internal quality assurance of accounts to ensure accuracy is improved | Assurance Action | Slippage due to further asset valuation issues identified in 20/21. Decision to be made on timescale for 21/22 w/c 2nd May. | |
| Corporate Transformation | CO.E1.0 | Corporate Transformation programme | New O17- We will develop a corporate transformation programme and governance structure | Director- Finance | Deputy Leader | | | Dec-21 | | Focus 1 | N/A | N/A | N/A | N/A | |

| Static data | | | | | | | | | | | | April Update Due | | | |
|------------------------------|---------|--|--|----------------------------------|----------------|-------------|--|------------|------------|---------------------------|--|--|--|---|--|
| Workstream | Ref | Action | We will statement (code & statement in full) | Owners | | | Update Owner (if different) | Dates | | Focus Main Action Risk | Progress against plan Status (March 2023) | Evidence of status rating | | Progress against plan Status (April 2023) | Evidence of status rating Update (Initial and Date)(April 2023) |
| | | | | Director Lead | Cabinet Member | Other Leads | | Start date | Due date | | | Update (Initial and Date)(March 2023) | Update (Initial and Date)(April 2023) | | |
| Corporate Transformation | CO.E1.3 | Corporate Transformation PMO established - Local Partnerships Review Concludes - Establishment of PMO | | Director-Finance | Deputy Leader | | AD-Transformation | | Late 2022 | N/A | Significant issues / actual/projected slippage- more than 2 months | Review underway with Local Partnerships to inform establishment of Corporate PMO but this won't be completed until June. | Significant issues / actual/projected slippage- more than 2 months | Review underway with Local Partnerships to inform establishment of Corporate PMO but this won't be completed until June. Establishment of PMO will depend on outcomes of review. September indicative date | |
| Corporate Transformation | CO.E1.4 | Programme and Project Management System Implementation | | Director-Finance | Deputy Leader | | AD-Transformation | | Mar-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | Verto build ongoing and meeting with internal stakeholders to agree extended deadline to incorporate revised transformation approach. | Medium Progress- actual/ projected slippage of 1-2 months | Revised project plan in place linked to Local Partnerships PMO review. | |
| Corporate Transformation | CO.E1.5 | Corporate Transformation Board operational -ToR finalised -Membership confirmed -Board dates in place | | Director-Finance | | | | 23-Jan | Mar-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | CTB is being reviewed in line with PMO Review being undertaken by Local Partnerships. TOR and Membership will be reset once review is complete. In the interim, updates on Customer Journey and progress with other workstreams will be reported to Leadership Team. | Medium Progress- actual/ projected slippage of 1-2 months | As March update | |
| Customer Journey | CO.F5.0 | Customer Journey Programme | New O8 We will deliver the customer journey programme | Director – Regeneration & Growth | Deputy Leader | | Transformation Programme Manager | 22-Sep | TBC | Focus 1 | N/A | | N/A | | |
| Customer Journey | CO.F5.1 | Structure and Governance for Customer Experience Programme approved | | Director – Regeneration & Growth | Deputy Leader | | Transformation Programme Manager | 22-Sep | Oct-22 | N/A | Complete | complete | Complete | complete | |
| Customer Journey | CO.F5.2 | Workstream Plans agreed (timeline, cost and resource) for 5 workstreams (fix the backlog, fix the OSS, customer experience strategy, contact centre/community hubs approach, technology) | | Director – Regeneration & Growth | Deputy Leader | | Transformation Programme Manager | 22-Dec | Feb-23 | N/A | Complete | Project briefs in place for the 4 workstreams as backlogs has been removed and will be incorporated in to PMF. | Complete | Complete | |
| Customer Journey | CO.F5.3 | Programme Board in place and regular meetings scheduled (first programme board to involve ToR, scope of workstreams, nominations for resources for each workstream, and high level milestones) | | Director – Regeneration & Growth | Deputy Leader | | Transformation Programme Manager | Nov-22 | Feb 23 | N/A | Complete | CI Programme Board in place. Meetings scheduled and Programme Manager in situ. | Complete | Complete | |
| Customer Journey | CO.F5.4 | Ward and Casework Management - Member Engagement held | | Director – Regeneration & Growth | | | Strategic Lead - Customer | TBC | TBC | N/A | On Track- little or no slippage | Discussions have taken place with Member services. Meetings to be arranged with members but this will not happen before pre-election period. | On Track- little or no slippage | Update remains same as March 2023. Sessions will be booked in for towards the end of May and will include any newly Elected Members. | |
| Customer Journey | CO.F5.5 | Ward and Casework Management - Action plan in place | | Director – Regeneration & Growth | | | Strategic Lead - Customer | TBC | TBC | N/A | On Track- little or no slippage | Meeting held with Member services, action plan devised, that will be developed further following sessions - this is with Director for approval prior to putting in to place. Pre-election period will delay this. | On Track- little or no slippage | Update remains same as March 2023. Action Plan has been refined and is ready to be implemented following pre-election period and Director sign off. | |
| Strategic Planning framework | CO.G1.0 | Strategic Planning framework | (New)O16 - We will embed an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities | Chief Executive | | | | | | Focus 2 | N/A | new action | N/A | new action | |
| Strategic Planning framework | CO.G1.1 | Refresh of partnership wide vision 2030 | | Chief Executive | | | Strategic Lead - Service Improvement | | early 2024 | N/A | On Track- little or no slippage | Engagement with partners, and development of a State of the Borough report has commenced. Aiming for refresh of Vision in early 2024. RJ 16/03/23 | On Track- little or no slippage | Work continues on the State of the Borough report, this will inform the Vision refresh. | |
| Strategic Planning framework | CO.G1.2 | Finalise directorate business plans 2023-2026 | | Chief Executive | | | Strategic Lead - Service Improvement | | Jun-23 | N/A | On Track- little or no slippage | Approval of Directorate Level Business Plans due in June alongside a refresh to the Corporate Plan. Initial drafts in place and being refined. RJ 23/03/23 | On Track- little or no slippage | Work on the refresh of the Corporate Plan is nearly complete, work to understand implications for Directorate Business Plans has been completed. Once LT have finalised the 'we wills' within the CP relevant actions in directorate BP's will be rerouted accordingly. | |
| Strategic Planning framework | CO.G1.3 | Refresh appraisal process | | Chief Executive | | | AD - HR Strategic Lead - Service Improvement | | TBC | N/A | On Track- little or no slippage | LT agreed update to process for 2023 ahead of implementation of Oracle Fusion and Talent module in April 2024 | On Track- little or no slippage | LT agreed update to process for 2023 ahead of implementation of Oracle Fusion and Talent module in April 2024 | |
| Strategic Planning framework | CO.G1.4 | Pilot an approach to service planning | | Chief Executive | | | Strategic Lead - Service Improvement | | TBC | N/A | On Track- little or no slippage | Conversations have taken place with two Directorates to shape the approach to service planning. Initial priority is refreshing Corporate Plan and aligning Directorate Business Plans to Senior management structure. Timescales to be confirmed. | On Track- little or no slippage | Resource remains focused on refreshing the Corporate Plan and ensuring Directorate Business Plans are aligned. Service. | |

Theme 3 -Strategic Direction

| Static data | | | | | | | | | | | | | April Update Due | |
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| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | Progress against plan | Evidence of status rating |
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) |
| Strategy development and refresh | SD.A1.0 | Regen Pipeline Development and Delivery | E10- We will develop an overarching Regeneration Strategy supported by an approved Pipeline of Regeneration Projects to support economic recovery from Covid19. | Director-Regeneration & Growth | Cabinet Member for Regeneration and Growth | | | Autumn 2021 | Apr-27 | Focus 2 | N/A | N/A | N/A | N/A |
| 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 | Assurance Action | Due June 23 | Assurance Action | Due June 23 |
| Strategy development and refresh | SD.A1.3 | Regeneration Pipeline: Agreement to procure a strategic delivery partner | | Director-Regeneration & Growth | Cabinet Member for Regeneration and Growth | | | Mar-22 | Mar-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | Engagement with one of the framework providers is being carried out currently. This will feed into the report (to procure a strategic delivery partner) planned to go to Cabinet in June/July. | Medium Progress- actual/ projected slippage of 1-2 months | Update as March 23- Engagement with one of the framework providers is being carried out currently. This will feed into the report (to procure a strategic delivery partner) planned to go to Cabinet in June/July. |
| Strategy development and refresh | SD.A3.0 | Communications and Corporate Affairs Strategy Development and Delivery | (New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders | Chief Executive | Leader of the Council | | comms | Autumn 2021 | Ongoing | Focus 2 | On Track- little or no slippage | Discussions have been held with the LGA to bring in support from comms associates to help deliver a series of workshops in April to develop a corporate narrative. The LGA will also be carrying out a comms health check to advise on the next steps in ensuring the comms team is set up to meet the ambitions of the organisation. | On Track- little or no slippage | Discussions to be held with the LGA in June |
| Strategy development and refresh | SD.A4.0 | Refresh and embed the Corporate Procurement Strategy | E2 - We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers. | Director- Finance | Deputy Leader | | Interim Procurement Strategy Manager | Autumn 2021 | Jul-22 | Focus 2 | N/A | May update due | N/A | May update due |
| Strategy development and refresh | SD.A4.3 | Training delivered | | Director- Finance | Deputy Leader | | Interim Procurement Strategy Manager | Autumn 22 | Dec-22 | N/A | Complete | | Complete | |
| Strategy development and refresh | SD.A4.4 | New actions: Action Plan to address gap analysis in strategy to be completed | | Director- Finance | Deputy Leader | | Interim Head of Procurement | Apr-23 | Jul-23 | N/A | New Action Added | new action added | On Track- little or no slippage | Action Plan currently being drafted |
| Strategy development and refresh | SD.A5.0 | Develop and implement the Commercial Strategy | (New) O18 - We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams. | Director- Finance | Deputy Leader | | | Autumn 2021 | Jul-22 | Focus 2 | | | | |
| Strategy development and refresh | SD.A5.1 | Commercial Strategy Approved | | Director- Finance | Deputy Leader | | | | Mar-23 | N/A | On Track- little or no slippage | Strategy to be approved by Cabinet Member for Finance and Resources - 28th March 2023 | Complete | Strategy approved by Cabinet Member |
| Strategy development and refresh | SD.A5.2 | Business Cases Presented for commercial workstreams | | Director- Finance | Deputy Leader | | | TBC | Feb-23 | N/A | Complete | Whilst Strategic Business Cases have been presented there are no pre-mobilisation actions required before full Business Cases can be presented. Various deadlines have been agreed for each business stream and Corporate Transformation Team are providing support. LT also agreed to recruitment of a Commercial Project Manager and this is underway. | Complete | Complete |
| Strategy development and refresh | SD.A5.3 | Complete Full Business Cases for identified Business Steams in line with Commercial Project Plan approved by Leadership Team | | Director- Finance | | | | | Oct-23 | | New Action Added | new action added | | |

| Static data | | | We will statement (code & statement in full) | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|----------------------------------|---------|--|---|--------------------------------|---|---|-----------------------------|-------------|----------|------------------|---|---|---|---|
| Workstream | Ref | Action | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Strategy development and refresh | SD.A5.4 | Recruit Commercial Project Officer | | Director- Finance | | | | Jun-23 | | | New Action Added | new action added | | |
| Strategy development and refresh | SD.A6.0 | HRA 30 year Business Plan | H17- We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and regularly reviewing compliance. We will support people in the private rented sector to ensure their landlords comply with safety standards too. H15- We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities. | Director- Housing | Cabinet Member for Housing | Assistant Directors - Housing Management and Asset Management | | Autumn 2021 | Apr-23 | Focus 2 | | | | |
| Strategy development and refresh | SD.A6.2 | HRA Business Plan developed | | Director- Housing | Cabinet Member for Housing | ADs | | May-22 | Mar-23 | N/A | Complete | Plan approved by Cabinet 15th February 2023 | Complete | Plan approved by Cabinet 15th February 2023 |
| 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 | Complete | Complete | Complete | Complete |
| 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 | Tender deadline is 17/3/23. | Medium Progress- actual/ projected slippage of 1-2 months | Only one tender was received and so were not able to award the contract. The specification needs to be reviewed with a view to re-tendering in May 2023. |
| Strategy development and refresh | SD.A7.0 | Refresh the Early Help Strategy | B11 -We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives. B15- We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need. | Director- Children & Education | Cabinet Member for Children and Education | | | Autumn 2021 | Mar-22 | Focus 2 | | | | |
| 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 | An 'one year on ' event was held in March 2023 to capture updates since the launch of the early help strategy. The early help strategy remains unchanged for now. |
| Strategy development and refresh | SD.A8.0 | Refresh Corporate Parenting Strategy | B14- We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our 'family', and promoting fostering and adoption. | Director- Children & Education | Cabinet Member for Children and Education | | | Jan-22 | Sep-22 | Focus 2 | 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 |

| Static data | | | We will statement (code & statement in full) | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|-----------------------------------|----------|---|--|----------------------------|-----------------------|-------------|---|--------------------|-------------------------|------------------|---------------------------------|---|---------------------------------|--|
| Workstream | Ref | Action | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Equality, Diversity and Inclusion | SD.B1.0 | Equality, Diversity and Inclusion | (New) O3 - We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities agenda | Director- Law & Governance | Leader of the Council | | | Autumn 2021 | Ongoing | Focus 1 | | | | |
| Equality, Diversity and Inclusion | SD.B1.12 | 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 | Complete | Report made to LT. All networks are now up and running with Chairs and Co-Chairs in place. Network chairs have held initial meeting with CEx and ST. | Complete | Complete |
| Equality, Diversity and Inclusion | SD.B1.13 | 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 | On Track- little or no slippage | Conversations with Leader have commenced. Report to Executive being prepared for the start of the Municipal Year for approval to the terms of reference. | On Track- little or no slippage | Conversations with Leader have commenced. Report to Executive being prepared for the start of the Municipal Year for approval to the terms of reference. |
| Equality, Diversity and Inclusion | SD.B1.14 | Equality, Diversity and Inclusion Strategy developed - appointment of consultant for data analysis - appointment of consultant for strategy development | | Director- Law & Governance | | | Manager, Equality, Diversity and Inclusion Team | Feb-23 ?? ?? | Jun- 24 ?? ?? | N/A | On Track- little or no slippage | Currently evaluating submissions for data analysis consultant. Anticipated award by end of March. Consultant for strategy development will commence following the data analysis. Currently on track for development of Strategy by June 2024. | On Track- little or no slippage | Direct award offered for data analysis consultant. Due to commence at start of June. This is later than planned but will not impact on the overall timescale of the strategy approval of June 2024. Strategy will form part of an EDI action plan. This is being discussed with the Leader and CEx at end April. |
| Equality, Diversity and Inclusion | SD.B1.15 | 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 | Not due to start | | Not due to start | due June 24 |
| MTFP & Capital Strategy | SD.D1.0 | Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy | O12 - We will update the Medium Term Financial Strategy at least annually | Director- Finance | Deputy Leader | | | Jan-22 | Autumn 2022 | Focus 2 | 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 | | | | |
| 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 | Cabinet report agreed 15/02/23. | Assurance Action | Due Feb. 2024 |
| 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 | Approval of updated MTF5 | | Director- Finance | Deputy Leader | | | 23-Jan | Feb-23 | N/A | Complete | complete | Complete | complete |
| Consultation and Engagement | SD.E2.0 | Incorporate Public Consultation Results into Performance Management Framework | (New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (New)O16 - We will embed an evidence-based continuous improvement approach | Chief Executive | Leader of the Council | | | Autumn 2022 | May-23 | Focus 2 | 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 | | Chief Executive | Leader of the Council | | | Autumn 2022 | May-23 | N/A | Complete | Action complete. Refer to SD.E2.6. Results from the 2022 resident survey will continue to be used and utilised for benchmarking/comparison purposes. | Complete | Complete |

| Static data | | | We will statement (code & statement in full) | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|-----------------------------|---------|---|--|--------------------------------|-----------------------|-------------------------|--------------------------------------|------------|----------|------------------|---|--|---|---|
| Workstream | Ref | Action | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Consultation and Engagement | SD.E2.6 | Procurement of Consultant to deliver regular residents' survey, budget consultation and Citizens' Space | | Chief Executive | Leader of the Council | | Strategic Lead - Service Improvement | | | N/A | On Track- little or no slippage | Contract awarded for delivery of the resident survey and the budget consultation. Initiation meeting due to take place early April. | On Track- little or no slippage | Timetable of activity agreed for the budget consultation and the resident survey. Work commenced on development of the question set for the budget consultation. |
| Consultation and Engagement | SD.E2.7 | Consultation and Engagement Framework produced | | Chief Executive | Leader of the Council | | Strategic Lead - Service Improvement | | | N/A | On Track- little or no slippage | Citizen space procurement complete and site deployed. Training undertaken by cohort of staff from across the Council, roll out plan commenced, first survey going live on 27/3/23. | On Track- little or no slippage | Five surveys published on the Sandwell Citizen space Site. Roll out of comms plan and training commenced. |
| Customer Journey | SD.F1.0 | Customer Journey Strategy | O8 - We will deliver the customer journey programme and improve customer experience across all of our channels | Director-Regeneration & Growth | Deputy Leader | Director Business Strat | Strategic Lead - Customer | Oct-22 | Aug-23 | Focus 2 | Medium Progress- actual/ projected slippage of 1-2 months | Survey has gone out to all Elected Members. The engagement plan has been completed - engagement to commence May following pre-election period and a variety of sessions have been planned, to be delivered in a variety of methods from May to August. Further research in to other LA CES has taken place. Draft Strategy to be completed by September with final version ready for October 2023. | Medium Progress- actual/ projected slippage of 1-2 months | Very small amount of returns received from survey that went out to Members and therefore reminders have been sent. Work is on-going to prepare for engagement sessions. |

Theme 4 - Decision Making

| Static data | | | | | | | | | | | April Update Due | | | |
|---|---------|---|--|-----------------------------|----------------|-------------|-----------------------------|------------|----------|---------------------------------|--|--|--|--|
| Workstream | Ref | Action | We will statement (code & statement in full) | Owners | | | | Dates | | Focus Main Action Risk | Progress against plan Status (March 2023) | Evidence of status rating Update (Initial and Date)(March 2023) | Progress against plan Status (April 2023) | Evidence of status rating Update (Initial and Date)(April 2023) |
| | | | | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | | | | | |
| 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 | Focus 2 | On Track- little or no slippage | Response provided to Chair of Audit and Risk Assurance Committee and scheduled for ARAC at first meeting of next Municipal Year (est June 2023). | On Track- little or no slippage | Response provided to Chair of Audit and Risk Assurance Committee and scheduled for ARAC at first meeting of next Municipal Year (est June 2023). |

Theme 5- Procurement & Commercial

| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|----------------|---------|---|---|----------------------------|---|-------------|-----------------------------|-------------|---|------------------|---------------------------------|---|---------------------------------|---|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) |
| Waste Contract | PC.A1.0 | Introduction of a more focused framework for contract monitoring | (New) O18 - We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams. | Director - Borough Economy | Cabinet Member for Environment Services | | | Autumn 2021 | Aug-22 | Focus 2 | 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 (from Feb) Feb May Aug | N/A | Assurance Action | 5/1/2023 next report to Leadership | Assurance Action | Report to Leadership delivered 21/03/23 |
| 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 | Assurance Action | Next annual reports due by Nov 23 | Assurance Action | Next annual reports due by 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 | Assurance Action | Currently working with InTend in order to add the waste contract by April 2023. Once the waste contract has been uploaded we will add the leisure contract. | Assurance Action | Further work configuration work undertaken by Intend to allow upload of key performance management (quantitative) aspects of contract. Work anticipated to be completed May 2023. |
| 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 | (New) O18 - We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams. | Director - Borough Economy | Cabinet Member for Environment Services | | | Autumn 2021 | Jan-23 | Focus 2 | 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 | Complete | Final report received from Friths. LT briefing date completed in March 2023 | Complete | Final report received from Friths. LT briefing date completed in March 2023 |
| Waste Contract | PC.A2.4 | Recommendations adopted, as appropriate | | Director - Borough Economy | Cabinet Member for Environment Services | | | | Jan-23 | N/A | Complete | | Complete | |
| Waste Contract | PC.A2.5 | Delivery of recommendations – as appropriate | | Director - Borough Economy | Cabinet Member for Environment Services | | | Apr-23 | Mar-24 | N/A | On Track- little or no slippage | Further report to Leadership April 2023 | On Track- little or no slippage | Leadership reporting in place |

| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|----------------|---------|--|--|----------------------------|---|-------------|-----------------------------|-------------|--|------------------|---------------------------------|---|---------------------------------|--|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) |
| Waste Contract | PC.A4.0 | Street Cleansing Recovery Plan – completion and implementation | (New) C14- We will improve the energy efficiency of council housing through retrofit programmes and stock improvements.. C15- We will increase recycling rates and encourage cultural change. | Director - Borough Economy | Cabinet Member for Environment Services | | | Autumn 2021 | Mar-23 | Focus 2 | 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 | On Track- little or no slippage | Delivery continues with Serco | On Track- little or no slippage | Service Delivery Plan includes street cleansing plan 2023/24 |
| 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 | Assurance Action | Complete for 2022/23 | Assurance Action | Complete for 2022/23 New plan for 2023/24 due to Contract Senior Management meeting and next Waste Board |
| Waste Contract | PC.A5.0 | Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract | (New) C14- We will improve the energy efficiency of council housing through retrofit programmes and stock improvements.. New C12 We will review our corporate fleet, so | Director - Borough Economy | Cabinet Member for Environment Services | | | Autumn 2021 | Mid 2023 | Focus 2 | 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 | On Track- little or no slippage | Serco is replacing the order for the next 14 RCVs. The review of the PAYMACH indicated there was no benefit in SMBC capital | On Track- little or no slippage | Next RCV order placed by Serco (add date) |
| 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 (from Nov) Nov Feb May Aug | N/A | Assurance Action | Fleet group meetings are taking place as scheduled the next one is on 30th March 2023. | Assurance Action | Next update due May |

| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|------------------------|---------|---|---|-----------------------------------|---|---|-----------------------------|-------------|------------------------------|------------------|--|---|--|--|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) |
| SEND Transport | PC.B3.0 | Procurement of 2024 SEND Transport Contract | B16- We will ensure that children and young people with SEND can access high quality local services when they need them, by working with partners to ensure there is a comprehensive local offer available to children and families | Director - Children and Education | | | | Nov-22 | Sep-24 | Focus 2 | 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 | Complete | Lessons learnt review has been completed and was presented to IPRM 2nd Feb 2023 | Complete | Complete |
| 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 |
| 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 | Contract Monitoring Arrangements in Place | | Director- Finan | Dept Leader / Cabinet Member for Children and Education | Director – Children & Education | | Jan-23 | Ongoing | N/A | On Track- little or no slippage | First meeting with GBS to take place w/c 27th March 2023 | On Track- little or no slippage | GBS appointed to deliver robust contact management procedures and to support upskilling of team to ensure sustainability |
| New System Procurement | PC.C1.0 | Explore implementation of a corporate performance management system | (New)O16 - We will embed an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities | Chief Executive | Deputy Leader | | | Jun-21 | | Focus 2 | N/A | N/A | N/A | N/A |
| New System Procurement | PC.C1.1 | Options Appraisal | | Chief Executive | Deputy Leader | | | | Mar-23 | N/A | Significant issues / actual/projected slippage- more than 2 months | Corporate Performance Manager now in place. Options appraisal commenced linked to Local Partnerships PMO conversation around use of Verito. New timescale to be confirmed by next monitoring period | Significant issues / actual/projected slippage- more than 2 months | Corporate Performance Manager now in place. Options appraisal focusing on utilisation of current systems/tools, including Verito, Oracle Fusion and Power BI or the procurement of a new Performance Management System. Options appraisal including internal consultation and engagement to be completed by August 2023, with recommendation to Leadership Team to follow. |
| New System Procurement | PC.C1.2 | Business Case and Implementation Plan Considered | | Chief Executive | Deputy Leader | | | | TBC based on selected option | N/A | Not due to start | Not due to start | Not due to start | Not due to start |
| Lion farm | PC.D1.0 | Lion Farm: Action plan to agree way forward and resolve matter | Business plan - Develop an agreed way forward for Lion Farm, including development of an action plan | Director – Regeneration & Growth | Cabinet Member for Regeneration and Growth | | | Dec-21 | Dec-23 | Focus 1 | N/A | N/A | N/A | N/A |

| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|------------------|---------|---|---|----------------------------------|--|-------------|-----------------------------|-------------|-------------------------------|------------------|--|--|---------------------------------|---|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Lion farm | PC.D1.4 | Implement approved way forward | | Director – Regeneration & Growth | Cabinet Member for Regeneration and Growth | | | Feb-22 | In progress ED due March 2023 | N/A | Significant issues / actual/projected slippage- more than 2 months | The anticipated date for resolution was 24th March 2023. Both parties complied with all the deadlines required. The other party provided witness statements to the Expert, with their representations, and in order to provide SMBC the opportunity to respond to these statements, the timeline has been extended to the 5th of Final | Complete | Same update as March- Final determination now due 5th May. |
| 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 | L4 - We will work with our partners, including the community and voluntary sector, to reduce social isolation and ensure people are connected within their local communities and beyond. L6- We will create lots more community-based opportunities with local people, working across our partnerships, including the Voluntary and Community Sector, and we will commission a range of services that make the most of Sandwell's assets (including leisure centres, libraries, parks, community centres, youth centres, museums, canals and Sandwell Valley). | Director - Borough Economy | Cabinet Member for Leisure and Tourism | | | Autumn 2021 | May-23 | focus 1 | 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 | On Track- little or no slippage | Alongside LATC company setup parallel discussions are now being conducted with SLT regarding a potential extension with them until 2027. This reflects the improved relationship between SMBC and LATC and also the need to mitigate the utility cost pressures (SLTs fixed utility tariffs cannot be novated to LATC). | On Track- little or no slippage | Agreed (subject to Board and Cabinet Member approval) an extension to the termination notice to allow for finalisation of Deed of Variation. Will extend the current Management and Funding Agreement to the point of the handover of the Sandwell Aquatics Centre 13 July. |
| Leisure Contract | PC.E1.6 | Aquatic Centre Handover | | Director - Borough Economy | | | | | Jul-23 | N/A | On Track- little or no slippage | Target practical completion date 13 July 2023. Hand over to leisure/ living well leisure / SLT will be no later than 14 July 23. | On Track- little or no slippage | Dates remain on track for hand over no later than 14 July 2023 |

| Static data | | | | Owners | | | | Dates | | Focus | Progress against plan | Evidence of status rating | April Update Due | |
|------------------|---------|--|--|----------------------------------|--|-------------|--|------------|----------|------------------|---|---|---------------------------------|--|
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Progress against plan | Evidence of status rating |
| Asset Management | PC.F1.0 | Asset Management | New O19- We will implement a new Corporate Asset Management system to ensure the Council has sufficient, comprehensive information to make best use of its assets and assist with timely and accurate completion of annual accounts. | Director – Regeneration & Growth | | | | 23-Jan | | Focus 2 | | | | |
| Asset Management | PC.F1.1 | Implementation of Phase 2 Tech Forge: Integration of Data in to the system | | Director – Regeneration & Growth | | | Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager | | May-23 | N/A | Medium Progress- actual/ projected slippage of 1-2 months | Integration Training and meetings are being carried out . Customer portal session is taking place on 29 March 2023. The integration of data in to the system is still on track for May 23. Phase 2 should be completed by August 23. | On Track- little or no slippage | The integration of data in to the system is still on track for May 23. |
| Asset Management | PC.F1.3 | New action: Implementation of Phase 2 Tech Forge: Configuration and organisation of data | | Director – Regeneration & Growth | | | Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager | 23-May | Aug-23 | N/A | New Action Added | new action | New Action Added | new action |
| Asset Management | PC.F1.2 | Corporate Asset Management Strategy delivery plan in place | | Director-Regeneration & Growth | Cabinet Member for Regeneration and Growth | | | 23-Jan | ongoing | N/A | On Track- little or no slippage | A report to Leadership team end of April, Agreed action plan needs to be done by May 23. Will be presented to an informal meeting of cabinet | On Track- little or no slippage | Asset management savings plan to be presented on 25/04. |

Theme 6-Partnerships & Relationships

| Static data | | | | | | | | | | | | | April Update Due | |
|---------------------------|----------------|---|--|-----------------------------------|--|--------------------|---------------------|---------------------------------------|---------------------|---------------------------------------|---------------------------------|--|-----------------------|---|
| Workstream | | | Ref | Action | We will statement (code & statement in full) | Owners | | Dates | | Focus | Progress against plan | Evidence of status rating | Progress against plan | Evidence of status rating |
| Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) | | | | |
| 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 | B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care. | Director - Children and Education | Cabinet Member for Children and Education | | | Autumn 2021 | Ongoing | Focus 2 | 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 | Complete | KPI suite reviewed. | 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 | On Track- little or no slippage | as February update- Final KPI will be agreed before the commencement of the contract on 1 April 2023 | Complete | The KPIs along with accompanying tolerances will be implemented in Q2 |
| 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 | Complete | Completed and submitted to the DfE. | Complete | Completed and submitted to the DfE. |
| Sandwell Children's Trust | PR.A1.5 | Contract Review with DfE | | Director - Children and Education | Cabinet member for Children and Education | Director - Finance | | | Spring 23 | N/A | Complete | Submitted to DfE | Complete | Submitted to DfE |
| 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 | Complete | In place, commenced 1/4/23 |
| 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.A1.8 | New action: KPI's (along with accompanying tolerances) implemented in Q2 | | Director - Children and Education | Cabinet Member for Children and Education | | | Jul-23 | Oct-23 | N/A | New Action Added | new action | New Action Added | new action |
| Sandwell Children's Trust | PR.A2.0 | Establish and maintain positive relationship between SMBC and SCT at senior officer and member level | B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care. | Director - Children and Education | Cabinet Member for Children and Education | | | Autumn 2021 | Ongoing | Focus 2 | 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 | July update | Assurance Action | July update |
| 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 | B15-We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need. | Director - Children and Education | Cabinet Member for Children and Education | | | Autumn 2021 | Ongoing | Focus 2 | N/A | N/A | N/A | N/A |

| Static data | | | | | | | | | | | | | April Update Due | |
|------------------------------------|-----------|---|--|-----------------------------------|---|---|-----------------------------|------------|---------------------------------------|------------------|---------------------------------|---|---------------------------------|---|
| Static data | | | Owners | | | | | Dates | | Focus | Progress against plan | Evidence of status rating | Progress against plan | Evidence of status rating |
| Workstream | Ref | Action | We will statement (code & statement in full) | Director Lead | Cabinet Member | Other Leads | Update Owner (if different) | Start date | Due date | Main Action Risk | Status (March 2023) | Update (Initial and Date)(March 2023) | Status (April 2023) | Update (Initial and Date)(April 2023) |
| 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 | Report was tabled at the March 23 Children and Education Scrutiny Board |
| Regional and Sub-Regional presence | PR.B1.0 | Continue to develop the relationship with and actively participate in regional and sub-regional bodies (e.g. WM Combined Authority, Black Country LEP) to maximise opportunities for Sandwell | A1 -We will work with the WMCA to ensure that our residents can access employment opportunities across the region, particularly by public transport. H18 Housing - CP Action | Director-Regeneration & Growth | Leader of the Council / Cabinet Member for Regeneration and Growth | Cabinet Chief Executive | | Jan-22 | | Focus 2 | 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 | Assurance Action | participation in key regional and sub regional partnerships such as the WMCA Board, the CA Economic Growth Board, CA Housing and Regen Board and the ABCA Leaders. One example of the benefit of this participation is that Sandwell Metropolitan Borough Council has secured support from the Mayor and all Met Leaders to the agreed allocation of £2m from the Commonwealth Games 2022 budget underspend of £70m and this is being | Assurance Action | due Sept |
| Effective Local Structures | PR.C1.0 | Review partnership structures within the 'People's sphere' | (New) L17 We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support. | 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 | | | | Focus 2 | N/A | N/A | N/A | N/A |
| Effective Local Structures | PR.C1.1 | Initiation of Project to review and remodel the pathway between children's and adults' services (preparing for adulthood project) | | 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 | | | May-23 | N/A | On Track- little or no slippage | OBC refined in partnership with SCT and will include key external partners. •Governance structure agreed for both Sandwell Council and the Trust •Project board reps' agreed and workstream leads identified •Failure to recruit (twice) to the project managers post has prompted the Job description to be redefined and is due to be advertised imminently. Interest in the post has already been expressed. •Additional resource from within the business has been identified to progress activities included in the outline business case. •Final sign off for the business case is planned for the | On Track- little or no slippage | No change, on schedule |
| 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 | On Track- little or no slippage | Specific agenda item at the five boards governance group | On Track- little or no slippage | As previous month too |
| 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 | Assurance Action | Apr-23 | | |
| VCS Relationships | PR.D1.0 | Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector. | C1 We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan. | Leadership Team | Cabinet Member for Communities | | | Mar-22 | Jul-23 | Focus 2 | 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 | Complete | New milestones captured as PR.D1.3 and PR.D1.4 | Complete | New milestones captured as PR.D1.3 and PR.D1.4 |
| VCS Relationships | PR.D1.3 | Consultation on VCS Draft Strategy | | Leadership Team | | | Director - Housing | Jan-23 | Apr-23 | | Action on Hold | A more fundamental look a the relationship with the VCS is being taken. An annual report is being prepared that will focus on investment and impact. A Cabinet session is planned for June/July with the strategy due for approval in Autumn. | Action on Hold | A more fundamental look a the relationship with the VCS is being taken. An annual report is being prepared that will focus on investment and impact. A Cabinet session is planned for June/July with the strategy due for approval in Autumn. |
| VCS Relationships | PR.D1.4 | Approval of VCS Strategy | | Leadership Team | | | Director - Housing | 23-Apr | 23-Jul | | Not due to start | Not due to start | Not due to start | Not due to start |