Improvement Plan Theme Progress Summary July 2023

Theme	Summary	Achievements this period	Key Milestones
Organisational Culture	**Focus 1** **Establishing Organisational Culture** **Summary** • One Team Framework has been agreed and is in the process of being implemented across the Council. Launch and Share events with managers have now concluded with positive feedback from managers around the events and the implementation of the values and behaviours. Framework was introduced at all staff briefing in July. Workforce strategy is in final stages of preparation. • Organisational health indicators have been reported for 2022-23 and the trends are being used to inform the workforce strategy and roll out of the One Team Framework. Preparations underway for Employee Engagement Survey to be launched in Autumn which will provide a temperature check on culture. • The Member and Officer relationship continues to be positive and is enabling the Council to move forward with decisions. To support continuous improvement, further insight will be collated in Autumn through the Employee Engagement Survey and semi-structured interviews with a sample of Members and Officers. **Progress this month**: • All Values and Behaviours Launch and Share events with managers have taken place.	**July** • Leadership Team conversation held around All Member briefings • Management and Development Programme Scope, Content and Budget Agreed • First in person all staff briefing held at the SAC on 19th July with Leader and Cabinet Members present **June** • Values and Behaviours Launch and Share events with people	• Phase 2 Engagement: Determining Desired Culture - March 2023. **Complete** • Approval of document setting out the desired organisational culture - March 2023. **Complete** • Workforce Strategy approved- **Due for approval in September** • Management Development Programme Agreed- **Pilot held in April** • Corporate Induction Revised. **Complete** • Leadership Team review of All Member

Theme	Summary	Achievements this period	Key Milestones
	• The programme plan is drafted and key workstreams have been identified. • Project scoping for Employee performance review (appraisal) is taking place in line with programme plan. **Next steps:** • Separate plan for Appraisal redesign in 2024. • Feedback and evaluation from launch and share events to be collected and analysed. • Programme plan meeting with stakeholders of the wider One Team Framework embedding taking place. • Senior Leadership Development Programme (subject to discussions with LT). • Draft of workforce strategy is being taken to Leadership September 23 for approval. **Issues raised:** no issues raised **Focus 2 Exceptions** • OC.C4.1 **Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship** - Amber rated Due in May 23. Change control to December 23 **Progress commentary:** The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips.	managers have started with 3 complete **May** • Manager skills workshops booked for May and June • Approach agreed for Corporate Governance Development to be delivered via a series of scenario-based learning • Member Development Plan in place and Member Handbook created.	briefings **- Meeting held in July** • Processes relating to employment of Chief Officers included in induction programme for committees at start of Municipal Year- **Included in MDP** • Approval of refreshed Member Development Programme for start of Municipal Year. **Complete** • Employee Recognition Scheme launched- **Date tbc** • Guidance in place for effective working with MPs- August 2023 **work commenced** • Social Media policy reviewed- August

Theme	Summary	Achievements this period	Key Milestones
	Insight gathering being prepared for Autumn '23 involving semi-structured interviews along with survey for Members and inclusion of questions in EES for staff. The data will feed into LGA sessions planned for Autumn alongside regular insight. The briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input to the proposed approach. Amber rating reflects that Spring survey did not provide robust insight and the need for a revised approach which is now being implemented. Date change will be required so that Autumn insight-gathering can inform the longer-term continuous improvement approach. **Next steps:** Action plan to be drawn up for the approved approach. Interviews to be carried out alongside a survey LGA to return in Autumn		2023 **work commenced** • Corporate Governance Development Programme Agreed – **approach agreed to deliver via scenario-based learning. 1st sessions due in October.** • Delivery of Corporate Governance Programme commences- **Commenced**
Corporate Oversight	**Focus 1** **Customer Journey Programme** **Summary** • Programme governance remains in place. Work is underway with Housing Solutions to map three priority areas. Further	**July** • Corporate transformation board ToR finalised; board is in place and	• Oracle- Discovery phase complete- Feb 23. **Complete** • Oracle- Modelling phase complete- June 23. **Slippage to Mid-July**

Theme	Summary	Achievements this period	Key Milestones
	workshops have been scheduled for Adult Social Care, Borough Economy, Housing Options and Revenues and Benefits. • Resident engagement as part of the Customer Strategy development has been halted in light of the ongoing Serco strikes and is being rescheduled. • The council has collectively (including Housing, Regeneration, Borough Economy) been working to improve the response to cases on the member portal. They have been steadily bringing the number of open cases down with weekly monitoring at Leadership team. **Progress this month**: • In relation to ward and case work management strand, the presentation has been taken to all 6 Town Meetings. Member attendance has been good at all meetings, data has been collected and will be used at follow up meetings. • Presentation provided to Cabinet Member; Town & Vice Chair Meeting held on 10/07/23. This detailed the issues raised by Members in the Town Meetings and what the next steps were, commitment made to attend future meetings with solutions/quick wins and any items that may need further exploration. Positive feedback received from Members to the approach taken and they also highlighted that they felt that they had been listened to. • Leadership team continue to receive weekly updates on cases. Solutions are being worked up based on the issues and suggestions highlighted in the recent meetings held with Members.	meeting dates confirmed. • EES action plan taken to IPRM and key messages included in all staff event. **June** • SEND 2 transport lessons learnt shared with WLT. Actions embedded into plans for SEND 3. • Improvement plan phase 3 reported to Cabinet alongside Annual Report. • Report to Secretary of State on the Improvement Plan progress made • Refreshed Corporate Plan agreed, and Directorate	• Oracle Fusion implemented- April 24. **Impact of modelling phase slippage being considered by Programme Board** • Corporate debt recovery processes reviewed- **Complete April 23** • Sign off of 2020/21 accounts **Approved by ARAC. Final adjustments with GT.** • Sign off of 2021/22 accounts **Due to be submitted to GT in October** • Transformation PMO in place – **Local Partnerships Review complete. Final report to LT due 11 July.**

Theme	Summary	Achievements this period	Key Milestones
	Next steps: • Resident engagement to be rescheduled • Future meetings to be arranged to identify issues raised and solutions/actions. **Issues raised**: No issues raised. **<u>Resolve Issues relating to the completion and sign-off of final accounts</u>** **Summary** • Updated 20/21 accounts were completed and handed to Grant Thornton week commencing 8th May 23. Grant Thornton have made final adjustments in relation to revaluation error. Feedback due. • 21/22 accounts – agreed with Grant Thornton that audit dates will be moved to October to allow more internal quality assurance process before external audit takes place **Progress this month**: • As reported previously **Next steps:** • Feedback from GT on 2020/21 accounts. • Provision of 2021/22 accounts to GT in October. **Issues raised**: • Awaiting feedback from GT on 2020/21 accounts.	business plans finalised **May** • Local Partnerships Review to inform Corporate PMO complete • CCo report to inform workforce development plan for financial services section complete. • New methodology in place for internal charges	• Corporate PMO in place – **Local Partnerships Review complete. Final report to LT due 11 July** • Verto system implemented – **Commenced** • Corporate Transformation Board operational- ToR and Membership to be re-set following Local Partnerships Review - **Local Partnerships Review complete. CTB meeting 5 July.**

Theme	Summary	Achievements this period	Key Milestones
	MTFP **Summary** • MTFP projects are being managed within the Corporate Transformation Programme and project management methodology and transformation design principles are being applied. • Further set of projects agreed May/ June. **Progress this month**: • MTFP programme has been reviewed and RAG ratings applied to projects already in train. These projects will commence highlight reporting to Corporate Transformation Board. Projects that are red rated are due to be reported to LT on 1 August. • MTFP projects agreed in May/June are being developed to project scope stage. **Next steps:** • Ongoing oversight of MTFP projects by Corporate Transformation Board and reporting to LT. **Issues raised**: • Red rated projects are being raised with LT 1 August. **Corporate Transformation**		

Theme	Summary	Achievements this period	Key Milestones
	Summary • Transformation Design principles agreed. • Review was held with Local Partnerships and the report is informing the establishment of Corporate PMO. • The Corporate Transformation Board's terms of reference have been revised and first meeting held 5 July 23. **Progress this month:** • Local Partnerships review reported to leadership team 11 July, governance arrangements approved now moving to implementation. • Work underway to develop Verto following the approval of the PMO framework and threshold tool. Timeline for roll out to be determined following presentation at LT 08.08.23 • Corporate Transformation Board ToR have been finalised, board is in place and meeting dates confirmed **Next steps:** • Work underway to develop Verto following the approval of the PMO framework and threshold tool. Timeline for roll out to be determined following presentation at LT 08.08.23 **Issues raised**: • No issues raised **Focus 2 Exceptions**		

Theme	Summary	Achievements this period	Key Milestones
	• CO.A1.9- **Oracle: Completion of the modelling phase Due June 23 – Amber rated** • Modelling phase complete for finance and procurement. Modelling phase further extended for to complete and Sign-Off HR and payroll. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024. • CO.C1.9 **Consider integrating revenue, capital and performance reporting** – **Red rated** • This will be fully reviewed once Oracle Fusion is in place and we can fully understand the reporting capabilities of the system. Change of timescales to commence work in March 2024 linked to Oracle Implementation. • CO.D1.1 **Directorate level restructuring placed** On Hold. • **Progress commentary:** ACE appointed and due to commence in September 2023. Next steps and timeline for Directorate Level Restructuring to be confirmed.		
Strategic Direction	**Focus 1** **Equality, Diversity, and Inclusion** **Progress this month:** Cabinet approved new ToR for Equalities Commission Board. Data consultant has commenced for the EDI (Equality, Diversity, and Inclusion) strategy. Audit and assessment stage has started and is due to be reported in August.	**July** • Regeneration Pipeline agreement to procure a strategic delivery partner approved at cabinet July 2023.	• Commercial Strategy Approved- **Approved March 23** • Regeneration Pipeline: Strategic delivery partner in place- **Cabinet report approved July 23**

Theme	Summary	Achievements this period	Key Milestones

	Next steps: Baseline data and feedback will be shared with Leadership Team and Cabinet. Report due to Leadership Team on 8 August.
	Following this stage more detailed assessment will commence on track for approval in July 2024
	
	Issues raised: No issues raised.
	
	Focus 2 Exceptions
	
	• **SD.A6.4- Procurement of stock condition surveys- Red rated.**
	   Due June 23
	• **Progress commentary**: Contract award has been signed off and contractor will start surveying properties from 1st September 2023. Change control to adjust date to September to allow for contract mobilisation before action is complete and new action to be added to IP to ensure progress of surveys over the next 12 months.
	
	• **SD.A5.3- Commercial Strategy: Complete Full Business Cases for identified Business Streams in line with Commercial Project Plan approved by Leadership Team- Amber rated- update pending** (assumption that update the same as previous month)
	   Due October 23
		• HRA Business plan- stock condition surveys- contract award has been signed off and contractor to start surveying 1st Sept 2023
		
		June
		• Cabinet approved new ToR for Equalities Commission Board
			• Approval of Communications and Corporate Affairs Strategy- **Date tbc**
			• ED&I Strategy Approved- September 2024. **On track**
			• Regular Residents' Survey & Budget Consultation in Place – **Budget consultation on track to commence June 2023. Resident's survey halted due to impact of Serco strike action**
			• Customer Journey Strategy Approved- **Expected March 2024.**
			• Approval of Medium-Term Financial Plan and Capital Strategy- **Approved February 2023**
			• HRA 30-year Business Plan

Theme	Summary	Achievements this period	Key Milestones
	Progress commentary: Transformation team has been supporting services to develop business cases. Highlight reports for each workstream shows slippage against action plans. • **SD.A5.4- Recruit Commercial project Officer- Amber rated**. **update pending** (assumption that update the same as previous month) Due June 2023 **Progress commentary:** Recruitment in May was unsuccessful - we are now considering other options. • **SD.F1.0- Customer Journey Strategy- Red rated** Due October 23 change control date to March 24 **Progress commentary:** Delays with face-to-face customer engagement sessions, these are currently not being promoted and the on-line survey has also been put on hold, this will impact timescales for the completed Strategy. As the sessions have not been able to be promoted the last 4 sessions have only been attended by 6 people in total.		approved- **Approved February 2023**
Decision Making	**Focus 1- no focus 1 in this theme** **Focus 2- no exceptions to report**	**June** • Position of historic issue report received by ARAC June 2023 and matter concluded.	• Leader to confirm Executive's position on any further review relating to the Wragge and Cox reports –Complete-

Theme	Summary	Achievements this period	Key Milestones
			Report received by ARAC on 5th June

Procurement & Commercial	**Focus 1**
	 Leisure Services
	     Progress this month: Agreements drafted to continue partnership with Sandwell Leisure Trust (inclusive of Sandwell Aquatics Centre) to 31.03.27.
	 Aquatic Centre Handover to operator (Sandwell Leisure Trust) took place and open to the public 24 July
	
	     Next steps: Further discussions with Cabinet to take place late Aug/early Sep around longer-term arrangements for leisure services.
	
	     Issues raised: No Issues raised this month
	
	 Focus 2 Exceptions
	 PC.A5.2- Fleet replacement complete - Amber rated- Due Mid 2023 (change control to Dec 23)-Now expected end 2023
	 Progress commentary Reported to Waste Board in June 2023 final order for 16 RCVs (Refuse Collection Vehicles) in place with build slots meaning that delivery will be around end 2023
	
	 PC.C1.1- Corporate Performance Management System Options Appraisal- Amber rated- Due August 23 (change control October 23)
		July
		 • Handover of Aquatics Centre to SLT took place 13/07/23. Heads of Terms for lease agreed.
		 • Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27. Enhanced contract management regime and framework in place
		
		 June
		 • Street Cleansing Recovery plan incorporated into the annual service
			• Waste and Leisure Contracts added to In-tend contract management module- **Steady progress. Additional enhancement work commissioned from Intend**
			 • Street Cleansing Recovery Plan implemented- Ongoing delivery Fleet replacement complete- **Delay on Serco fleet order (anticipated end 2023)**
			 • SEND Transport Contract Monitoring arrangements in place- **On track**
			 • SEND3 procurement commences – due to

Theme	Summary	Achievements this period	Key Milestones
	Progress commentary: Options appraisal will be delayed due to the date for the demo of Oracle Fusion system at the end of August.	delivery plan provided by Serco. • Corporate Asset Management Strategy delivery plan in place covering 3 years. Work towards target has begun with working groups set up. Leader and cabinet have been Briefing and it is an ongoing agenda item to Leadership Team and Leaders meeting • Contract Management Guidance and Templates live on Council's intranet **May** • Implementation of Phase 2 Tech forge: transfer of	commence in September 23 • Corporate Performance Management System in place- **Options appraisal due September** • Lion Farm - Report to Cabinet on determination of position of developer- **Complete** • Arrangement in place for future delivery of leisure services- **Complete** • Phase 2 Tech Forge implemented- **On track for completion September 2023**

Theme	Summary	Achievements this period	Key Milestones
		data into the system- complete • Handover date for transfer of Aquatic Centre confirmed as 13 July	
Partnerships & Relationships	**Focus 1- no Focus 1 in this theme** **Focus 2 Exceptions** **PR.C1.1 Initiation of Project to review and remodel the pathway between children's and adults' services (preparing for adulthood project)- Amber Rated** **Progress commentar**y: This action is being led by Adults Social Care with contributions from Children's Services. Project has technically commenced - but PM role recruitment not yet complete. 'As is' modelling started in May. Being supported by Corporate Transformation Office. **PR.D1.3- Consultation on VCS (Voluntary and Community Sector) Draft Strategy- On hold** • **Progress commentary**: Report to Cabinet in the Autumn with next steps on developing the strategy.		• Review of SCT (Sandwell Children's Trust) Contract concludes- **complete. 2 remaining KPIs due to be finalised in Q1.** • Transitions Project Commences- **Project commenced and 'as is' modelling started in May.** • Transitions Project incorporated within Corporate Transformation Programme- **Complete** • VCS Strategy approved- **Due Autumn 2023**