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)	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	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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Establishing Organisational Culture	**OC.A2.0**	**Create the right environment for that organisational culture to thrive**	**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	Mar-24	N/A	Medium Progress- actual/ projected slippage	Discussions about whether the People Strategy should go to Cabinet. Entered onto Forward plan - possible March date TBC for strategy to become effective in April 2024. (Ds 18.12.23)	Medium Progress- actual/ projected slippage of 1-2 months	Decision to obtain Cabinet approval.Scheduled 13 March 2024. On Forward plan and with Directors for Final consultation/comments. DS. 11.01.24
Establishing Organisational Culture	OC.A2.3	Project Plan for launch of One Team Framework and alignment to people management practices - 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	Mar-23	Jul-23	N/A	On Track- little or no slippage	Update to be provided to IPRM in February 2024.	Complete	Update to IPRM 1 Feb. DS 1.01.24
Establishing Organisational Culture	OC.A2.4	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	Mar-23	Mar-24	N/A	On Track- little or no slippage	Paper taken to JCP 18.12.23. TUs agreed to new approach. Supportive learning under development. (18.23.23 DS)	On Track- little or no slippage	Updates processes to be communication later in Janaury/early Feb. DS 11.01.24
Officer Learning and Development	**OC.B2.0**	**Develop a clear programme of management development**	**Chief Executive**	**Deputy Leader**	**Director- Law & Governance**				Focus 2	N/A	N/a	N/A	N/a
Officer Learning and Development	OC.B2.5	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	N/A	Senior Leadership Development remains hold pending restructure of senior levels. The business as uusal management development L&D offer continues for existing and new people managers. 18.12.23 D.S	N/A	No change - remains on hold pending restructure of senior levels.
Officer and Member Relationship	**OC.C4.0**	**Assurance Activity to sustain positive Officer and Member Relationship**	**Director - Law & Governance**	**Leader of the Council**			**Jan-23**		Focus 2	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	Dec-23	N/A	On Track- little or no slippage	December update- as last month- Feedback from committees that we continue to review. Need to identify a focus group before the end of the year.	Complete	Member dynamics- all member survey and focus group to be carried out(to understand case working and working relationships) this is intended to provide an evidence base for LGBCE boundary review but is also being used to provide a snapshot of members interactions with the council and its officer base and to identify areas of focus for improvement. Pre council workshops
Officer and Member Relationship	OC.C4.2	Compile insight into the Member-Officer Relationship in preparation for Autumn sessions with LGA around the Member-Officer Relationship	Director - Law & Governance	Leader of the Council			Jul-23	Nov-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Looking at alternative engagement methods with members to improve response rate and widen breadth of data collection. To consider facilitated workshops for all members based on thematic areas of council activity to enhance member participation and feedback.	Medium Progress- actual/ projected slippage of 1-2 months	see above. Will also look to align with member development programme and proposed member induction
Officer and Member Relationship	OC.C4.4	New action added: Mechanisms for ongoing insight and assurance around the Officer and Member relationship: 1. Survey Complete 2. Areas of concerns identified 3. Action plan to address identified area of concern.	Director - Law & Governance	Leader of the Council					N/A	New Action Added	N/A	New Action Added	new action added January 24

		Static data	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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	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	Jun-23	N/A	Complete	complete	Complete	complete
Member Learning and Development	OC.D5.0	Member development programme	Director - Law & Governance						Focus 2	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D5.3	Review of Member Development Programme	Director - Law & Governance	Ethical Standards and Member Development Committee			Nov-23	Feb-24	N/A	On Track- little or no slippage	December update- as last month Discussions have been had with the Committee. New appointment made to lead on this work. MDP for the following year will be completed by feb- including all dates of training. (to allow members time to diarise appointments)	On Track- little or no slippage	Induction arrangement for may 24 currently in development and will be followed by refreshed mdp programme for 24-25. council has recently appointed a new lead officer for member development which will increase capacity and focus.
Member Learning and Development	OC.D5.4	Agreement of revised MDP	Director - Law & Governance	Ethical Standards and Member Development Committee			Jan-24	Feb-24	N/A	Not due to start	due Jan 24	Not due to start	date change required.
Internal Communications	OC.E2.0	Deliver the communications strategy to assist with more effective internal communications	Chief Executive	Leader of the Council			Feb-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
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	Significant issues / actual/projected slippage- more than 2 months	Staff recognition built into the in-person All Staff Briefings in December 2023. Approach developed for formal recognition scheme, to be further developed/tested with Task & Finish Group from January before bringing proposal to Leadership Team for approval. (Original date for Task & Finish Group rescheduled due to availablity of T&F Group members)	Significant issues / actual/projected slippage- more than 2 months	Values & behaviours Task & Finish Group on employee recognition gave positive feedback on proposed formal recognition scheme, based on celebrating examples of the council's Values & Behaviours in action. Next step is to take proposal to Leadership team for approval/adoption. Anticipated launch date is May 2024
Internal Communications	OC.E2.8	Protocol For working with MPs	Chief Executive	Leader of the Council	Comms			May-24	N/A	New Action Added	This action will be wrapped up in the new communications strategy	On Track- little or no slippage	Outline communications strategy has been drafted - work has progressed on component parts, such as the branding guidelines. The MP protocol will be one component part of the new strategy.
Embedding Constitutional Changes	OC.G1.0	Governance review training Phase 2	Director - Law & Governance	Leader of the Council			Jan-23	TBC	Focus 2	N/A		N/A	
Embedding Constitutional Changes	OC.G1.3	Governance Training and Development	Director - Law & Governance	Leader of the Council	Director-Finance		Jan-23	May-24	N/A	Medium Pr	Capacity for delivery of training has been limited by corporate priority work on oracle fusions allied with changes to statutory officer designations in recent months which provide opportunity for refresh of current training materials pending the MOs wider review of Decision Making Framework and the Constitution.	Medium Progress- actual/ projected s	AD L&G and ACE are working on a programme of training materials and supporting road show workshops for officer on decision making requirements with a focus on improvement to report quality and content to support improvement to decision making.
Embedding Constitutional Changes	OC.G1.4	Annual Refresher of Corporate Governance Training	Director - Law & Governance	Leader of the Council			June 2023	Dec-23	N/A	On Track-	as last month- Scheduled to the end of Dec with CIPFa to carry out the Code of corporate governance training.	Complete	The training session took place on 9 January 2024 and was delivered by CIPFA. This will need to be picked up each year as annual training as part of BAU.

	Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Embedding Constitutional Changes	OC.G1.5	Delivery of Directorships and Trusteeships Training	Director - Law & Governance	Deputy Leader			Jan-23	Jul-23	N/A	Complete	complete	Complete	complete

Theme 2- Corporate Oversight

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
ERP	CO.A1.0	Implement Oracle Fusion	Director-Finance	Deputy Leader	Director-Business Strategy & Change / Director- Law		Apr-22 / Apr-24	Focus 2	N/A	N/A	N/A	N/A
ERP	CO.A1.9	Completion of the modelling phase	Director-Finance	Deputy Leader		PMO lead	Feb-23 / Sep-23	N/A	Complete	complete	Complete	complete
ERP	CO.A1.10	Go live	Director-Finance	Deputy Leader		PMO Lead	Jul-24 / Jul-24	N/A	On Track- little or no slippage	Due to CoA changes required by Finance and approved by Programme Board, the Programme "Go-Live" for Finance, Procurement and EPM is moved to Jul -24 in line with HCM and Payroll. Hence, planned for a "Big Bang" Go-Live in Jul-24 for all modules	On Track- little or no slippage	On Plan to "Go-Live" July 24
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 May Aug Nov Feb	N/A	On Track- little or no slippage	Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. Benefit profiles will be developed and baselined ahead of Go-Live. Working group established with HoS to progress financial benefits.	On Track- little or no slippage	Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. Benefit profiles will be developed and baselined ahead of Go-Live. Working group established with HoS to progress financial benefits.
ERP	CO.A1.12	New action: Completion of realisation phase/SIT Stage	Director-Finance	Deputy Leader			Sep-23 /	N/A	On Track- little or no slippage	Status for Dec. - Finance delivered CoA values and mapping on 15/12/23 as planned. CoA impact analysis in progress. Key User Trianing started for some moules, SIT for Finance/ Proc/ EPM complete, HCM SIT will Complete by end year, DM3 exit critria agreed, DM4 entry criteria to start DM4 on 02/01/24	On Track- little or no slippage	Status for Jan'24. - System configuration due to new CoA extended through Jan. DM3 will complete on 26/01/24. DM4 Cycle started on 2 Jan, SIT for HCM will complete on 19/01/24. Gateway 4 Criteria to Exit Realisation Phase/ SIT Stage and Entry to Realisation Phase/ UAT Stage agreed at 18/01/24. Programme Board.Gateway 4 approval with Programme Board planned for 01/02/24
Improvement Planning, Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	Leadership Team	Leader of the Council			Mar-22 / Ongoing	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	Report taken to Scrutiny 22 Nov, ARAC 23 Nov and due to Cabinet 6 Dec, and Council 12 Dec.	On Track- little or no slippage	Monthlky monitoring to IPRM, and Leaders, Quarterly reporting due March 2024 to Cabinet, Scrutiny and ARAC>
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 & December each year throughout intervention	N/A	On Track- little or no slippage	Report to SoS approved by Council 12 December 2023 and subsequently issued.	On Track- little or no slippage	December SoS letter sent, awaiting response.
Improvement Planning, Monitoring and Learning	CO.B1.6	Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team	Chief Executive	Deputy Leader		Jan-23 / Jan July each year	Focus 2	Complete	complete	Complete	complete
Improvement Planning, Monitoring and Learning	CO.B1.7	Conduct Employee Engagement Survey for 2023 and consider actions required in response to the findings	Chief Executive	Deputy Leader	AD - HR Strategic Lead - Service Improvement	Jul-23 / early 2024	Focus 2	On Track- little or no slippage	Wider Leadership Team have been presented with the results at Organisational level. Directorate level results are being presented to DMTs between late Nov and early January. This will include the call for ADs to include the issues identified via the survey into their Business	On Track- little or no slippage	Service level reports in production. Analysis of results by protected groups has been completed Directorate level results discussed at DMTs - meeting 22/01 to discuss progress and key themes arising from discussions
Improvement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement	Chief Executive	Leader of the Council		Autumn 2022 / Oct-23	Focus 2	N/A	N/A	N/A	N/A

	Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Improvement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement framework	Chief Executive	Leader of the Council		Stategic Lead - Service Improvement	Autumn 2022	Oct-23	N/A	Significant issues / actual/projected slippage- more than 2 months	Business planning workshops held in November/December - received positive feedback from attendees, and intelligence is being used to inform business planning for 2024/25. Draft Continuous Improvement Framework developed for discussion with Transformation and Learning & Development to align approach across key agendas (meeting scheduled for January 2024)	Significant issues / actual/projected slippage- more than 2 months	Draft Continuous Improvement Framework developed based on best practice and aligned with transformation approach. Next step is to align with Leadership & Management development programme and develop 'good ideas' process for capturing staff ideas.
Improvement Planning, Monitoring and Learning	CO.B3.2	Develop a lessons learnt framework	Chief executive	Leader of the Council		Stategic Lead - Service Improvement	23-Jan	Oct-23	N/A	On Track- little or no slippage	December update- as last month	complete	With Comms to be uploaded onto Intranet. Will be integrated as part of the Continuious Improvement framework
Performance Management	**CO.C1.0**	**Performance Management Framework (PMF)**	**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		Strategic Lead: Service Improvement	Ongoing action	Quarterly monitoring to ensure approach embedded	N/A	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	Q2 Report went to Budget and Corporate Scrutiny MB on 4th January, due to go to Cabinet on 17th January. Data for Q3 report is being collated.
Performance Management	CO.C1.4	Review Corporate KPIs for organisational health to reflect workforce strategy	Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Mar-24	N/A	Complete	complete	Complete	complete
Performance Management	CO.C1.8	Corporate performance team in place	Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	dec 22	Sep-23	N/A	Complete	Senior Lead Officer in place since February. 2 x G Grade officers in place. Additional F Grade post to be recruited to following decision on performance management system.	Complete	Complete
Performance Management	CO.C1.9	Consider integrating revenue, Capital and Performance reporting	Director- Finance	Deputy Leader		Strategic Lead: Service Improvement	Mar-24	Aug-24	N/a	Not due to start	Not due to start	Not due to start	Not due to start
Performance Management	**CO.C2.0**	**Budget Monitoring**	**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	due december 23	Assurance Action	reports are being made and are programmed in
Performance Management	CO.C2.5	Assurance action: Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)	Director- Finance	Deputy Leader			**Ongoing action**	Monthly monitoring	N/A	Assurance Action		Assurance Action	VFM Panels have been implemented for all spend over £1000
Performance Management	CO.C2.6	Embed financial benchmarking in budget planning	Director- Finance	Deputy Leader			**Apr-23**	Jan-24	N/A				
Organisational Structure and Enabling Corporate Core	**CO.D1.0**	**Restructuring**	**Leadership Team**	**Deputy Leader**			**Dec-20**	**on hold**	Focus 2	N/A	N/A	N/A	N/A

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	Chief Executive	Deputy Leader		Head of HR	TBC	TBC	N/A	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	Directorate restructuring – final assessment stage is underway. Final panel interviews scheduled w/c 29 January
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		Head of HR	July 23	TBC	N/A	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	•Organisation layers and spans – contribution to outcomes tool completed by C.Co and ready for handover to HR Services. HRBPs will work with Directorates in utilising the tool to inform service redesign
Organisational Structure and Enabling Corporate Core	**CO.D2.0**	**Embedding Finance Business Partner role**	**Director- Finance**	**Deputy Leader**			**Jan-22**	**Jul-23**	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		Jul-23	N/A	Complete	Complete	Complete	Complete
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	Quarterly	Jun Sep Dec Mar	N/A	Assurance Action		Assurance Action	
Organisational Structure and Enabling Corporate Core	**CO.D3.0**	**Reduction of financial transactional activity**	**Director- Finance**	**Deputy Leader**			**Jan-22**		**Focus 2**	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D3.6	Implement recommended processes for a single view of debt	Director- Finance	Deputy Leader			Jun-23	Mar-24	N/A	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	3 month review meeting taking place on 22.2.24
Organisational Structure and Enabling Corporate Core	CO.D3.4	Programme of end to end process reviews	Director- Finance	Deputy Leader		Transformation Programme Manager	May-22	Nov-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Remains on pause	Medium Progress- actual/ projected slippage of 1-2 months	Remains on pause- meeting to held with ACE and Director of Finance
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	Complete	Complete	Complete	Complete
Organisational Structure and Enabling Corporate Core	CO.D3.7	Develop Business case for Transactional Finance Unit	Director- Finance	Deputy Leader		Transformation Programme Manager		TBC	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Remains on pause	Complete	Close on IP to be monitored on Customer Journey Programme
Organisational Structure and Enabling Corporate Core	**CO.D4.0**	**Resolve issues relating to the completion and sign off of final accounts.**	**Director- Finance**	**Deputy Leader**			**Jan-22**	**AA- ongoing**	**Focus 1**	N/A	N/A	N/A	
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	The 2021/22 accounts are drafted. Grant Thornton have allocated resources for the 2021/22 audit which has commenced in November 2023.	Assurance Action	The 2021/22 accounts are drafted. Grant Thornton have allocated resources for the 2021/22 audit which commenced in November 2023.

		Static data			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 (December 2023)	Update (Initial and Date)(December 2023)		Status (January 2024)	Update (Initial and Date) (January 2024)
Corporate Transformation	CO.E1.0	Corporate Transformation programme	Director- Finance	Deputy Leader				Dec-21			Focus 1	N/A	N/A		N/A	N/A
Corporate Transformation	CO.E1.3	Corporate Transformation PMO established - Local Partnerships Review Concludes - Establishment of PMO	Director- Finance	Deputy Leader		AD- Transformation			Nov-23		N/A	Complete	complete		Complete	complete
Corporate Transformation	CO.E1.4	Programme and Project Management System Implementation	Director- Finance	Deputy Leader		AD- Transformation			TBC following 08/08/2023 meeting		N/A	Medium Progress- actual/ projected slippage of 1-2 months	CTO moving to live site mid Jan, R&G live in Feb. Work with comm's is currently underway re soft launch comm's		Medium Progress- actual/ projected slippage of 1-2 months	CTO will go live 01.02.24. work is underway with R&G for a live date late Feb
Customer Journey	CO.F5.0	Customer Journey Programme	Assistant Chief Executive	Deputy Leader		Transformation Programme Manager		22-Sep	TBC		Focus 1	N/A			N/A	
Customer Journey	CO.F5.4	Ward and Casework Management - Member Engagement held	Assistant Chief Executive			Strategic Lead - Customer		TBC	TBC		N/A	On Track- little or no slippage	Attendance at Town Members Board Meetings are taking place throughout December & January to feedback the work that has been completed on resolving Member portal issues. A further Pre Full Council Member event is planned in January 2024 following the positive feedback received from October's event. Ward Co-ordinators are continuing to work closely with Ward Members to tackle issues at a local level.		Complete	Meetings are continuing to be attended to feedback on the Cllr Portal. Further session will take place pre Full Council on the 30 January 2024, whereby Members can come along and discuss any cases/concerns with key service areas. Feedback from this session will be used to inform future sessions.
Customer Journey	CO.F5.5	Ward and Casework Management - Action plan in place Plan for Responsiveness re: Ward & Casework Management 2023/24.	Assistant Chief Executive			Strategic Lead - Customer		TBC	TBC		N/A	On Track- little or no slippage	See above update. LT are also continuing to receive weekly updates on Cllr portal enquiries, the Customer Team are emailing Officers with long standing enquiries to ask them to address these as a matter of urgency. Ward Co-ordinators are working on developing good working relationships with Member's, in order to be able to tackle concerns at a local level.		Complete	The introduction of the Ward Co-ordinator roles have been instrumental in supporting Members to tackle local Ward based issues and initial anecdotal feedback is that these roles are making a real difference. Members of the Customer team are continuing to chase for feedback on over due Cllr Portal cases.

	Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Strategic Planning framework	**CO.G1.0**	**Strategic Planning framework**	**Chief Executive**					2024		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	December update- as last month	On Track- little or no slippage	Consultation and engagement intelligence being gathered into discussion paper for sharing with partners. Options paper on partnership arrangements also in progress again for discussing with partners
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	December update- as last month	Complete	Process agreed and ready for launch from 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	December update- as last month	On Track- little or no slippage	AD Business Plans in progress - deadline for draft business plans is 3 February 2024. Quality assurance assessment to be undertaken once drafts submitted.

Theme 3 - Strategic Direction

January Update Due

Static data				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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)	
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Chief Executive	Leader of the Council		Strategic Lead - Communications	Autumn 2021	Ongoing	Focus 2	On Track- little or no slippage	December update- as last month	Complete	Internal comms strategy in place and being deliverd as part of Business as usual
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-23	Focus 2		update required- new action required- when is procurement strategy to be signed off.		
		New action required	Director- Finance										
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader			Autumn 2021	Ocr 23	Focus 2	N/a		N/a	

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
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	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Education commercial services OBC– delay with development due to capacity within the team, workstreams have been refined. Planning workshop to be held New Year H&S – Data gathering underway, report to be produced Jan 2024, current H&S training contracts been reviewed. All of which will contribute to OBC Neutral vendor – working group established, analysis underway. Project Lead maternity cover successfully recruited. Timeline extended to 2025 due to Oracle fusion implementation. Pest control alternative not yet identified. The progress of these workstreams are monitored at CTB	Medium Progress- actual/ projected slippage of 1-2 months	Health and Safety – Skills gap analysis is complete. Next steps to be agreed at a workshop WC 5th Feb Neutral Vendor Phase approach agreed, reflective of new timeline and capacity in HR. Educational Services – Resource pressures easing with a new SIA post agreed. Further discussion required regarding 'status' of project i.e. transformational or service improvement. Meeting to be arranged in Feb to be discussed. Social Letting - Due to the announcement made by the Chancellor in the Autumn budget – an increase in LHA rate to the 2024 rates from April the project team must review the financial offer, margins and understand how this may influence landlords decision making in respect of the proposed model. Cashless – Activities agreed to
Strategy development and refresh	**SD.A6.0**	**HRA 30 year Business Plan**	**Director- Housing**	**Cabinet Member for Housing**	**Assistant Directors - Housing Management and Asset Management**		**Autumn 2021**	**Jun-23**	**Focus 2**				
Strategy development and refresh	SD.A6.5	Stock Condition Surveys Undertaken to inform HRA business plan	Director- Housing	Cabinet Member for Housing			Sep-23	Sep-24	N/A	On Track- little or no slippage	December update- as last month- The work is underway and on track.	On Track- little or no slippage	As last month- The work is underway and on track.
Strategy development and refresh	SD.A6.6	Refresh of HRA Business plan	Director- Housing	Cabinet Member for Housing			TBC	TBC	N/A	On Track- little or no slippage	December update- as last month There is a review currently being undertaken on the early years of the business plan as part of the MTFS process. The plan will be further reviewed in Q1 Apr 2024 as the regulatory requirements are confirmed and the initial results of the stock condition surveys are available.	On Track- little or no slippage	As last month There is a review currently being undertaken on the early years of the business plan as part of the MTFS process. The plan will be further reviewed in Q1 Apr 2024 as the regulatory requirements are confirmed and the initial results of the stock condition surveys are available.

		Static data		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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Strategy development and refresh	SD.A6.7	Procurement of second tranche of Stock condition Surveys	Director- Housing	Director- Housing				TBC	TBC	N/A	On Track- little or no slippage	December update- as last month The ongoing operational delivery of stock condition surveys have been built into the plans for next year so will commence April 2024 and be ongoing for two further years.	On Track- little or no slippage	As last month The ongoing operational delivery of stock condition surveys have been built into the plans for next year so will commence April 2024 and be ongoing for two further years.
Strategy development and refresh	**SD.A8.0**	**Refresh Corporate Parenting Strategy**	**Director- Children & Education**	**Cabinet Member for Children and Education**				**Jan-22**	**Ongoing**	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 sept 2024	Assurance Action	due sept 2024
Equality, Diversity and Inclusion	**SD.B1.0**	**Equality, Diversity and Inclusion**	**Director- Law & Governance**	**Leader of the Council**				**Autumn 2021**	**Ongoing**	Focus 2	N/A	Business planning workshops held in November/December - received positive feedback from attendees, and intelligence is being used to inform business planning for	N/A	
Equality, Diversity and Inclusion	SD.B1.14	Equality, Diversity and Inclusion Assessment - appointment of consultant for data analysis - appointment of consultant for strategy development	Director- Law & Governance			Manager, Equality, Diversity and Inclusion Team		Feb-23	Jul- 24	N/A	On Track- little or no slippage	December update- as last month- Update report went to leadership. 4 equaiity objectives approved. New approach to staff networks and updated public sector equality duty compliance. Review being undertaken in regards to the additional resources needed in the EDI to implement the Equalities framework	Medium Progress- actual/ projected slippage of 1-2 months	Work is currently underway to develop the EFLG Audit Action plan, which will be presented to LT during March 2024. The team have also developed the 2nd PSED Service User Report for 2023-24 which will be published by March 2024 and ensure that the council is compliment and meeting is legal duties. Further work is been undertaken to support the 4 interim EDI Objectives and it proposed that updates will be presented to LT during Q1. The development of the EDI Strategy has slipped due to resources within the team.
Equality, Diversity and Inclusion	SD.B1.15	Equality, Diversity and Inclusion Strategy approved and published	Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team		Jun-24	Jul-24	N/A	Not due to start	due July 24	Not due to start	due July 24
MTFP & Capital Strategy	**SD.D1.0**	**Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy**	**Director- Finance**	**Deputy Leader**				**Jan-22**	**Ongoing**	Focus 1	N/A	N/A	N/A	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	Due feb 2024	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 2024	Assurance Action	due October 2024

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Consultation and Engagement	**SD.E2.0**	**Incorporate Public Consultation Results into Performance Management Framework**	**Chief Executive**	**Leader of the Council**			**Autumn 2022**		Focus 2	N/A	N/A	N/A	N/A
Customer Journey	SD.F1.0	Customer Journey Strategy	Assistant Chief Executive	Deputy Leader	Director Business Strate	Strategic Lead - Customer	Oct-22	Mar-24	Focus 2	Medium Progress- actual/ projected slippage of 1-2 months	Interim Strategy to be developed In-house for 2024-27, work has commenced on this. Discussions are on-going re: future direction of travel and the procurement of a Strategic Partner to review the Customer Journey.	Medium Progress- actual/ projected slippage of 1-2 months	Information is being pulled together to start to draft the CJ strategy including work on Customer Standards.

Theme 4 - Decision Making

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
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	n/a	n/a	n/a	n/a
Role and Function of Scrutiny and Audit	DM.C3.1	Assurance action: Watching brief to ensure that historic matters do not re-surface	**Director- Law & Governance**	**Deputy Leader**			**Quarterly**	**Sep Dec Mar June**	N/A	Assurance Action	due january	Assurance Action	Continued monitoring of issues by new monitoring officer. No evidence of attempts to revisit historic matters and monitoring officer is sighted on all previous areas of concern.

Theme 5- Procurement & Commercial

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
												January Update Due	
Workstream	**Ref**	**Action**	**Director Lead**	**Cabinet Member**	**Other Leads**	**Update Owner (if different)**	**Start date**	**Due date**	**Main Action Risk**	**Status (December 2023)**	**Update (Initial and Date)(December 2023)**	**Status (January 2024)**	**Update (Initial and Date) (January 2024)**
Waste Contract	**PC.A1.0**	**Introduction of a more focused framework for contract monitoring**	**Director - Borough Economy**	**Cabinet Member for Environment Services**			**Autumn 2021**	**Aug-22**	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 Nov	N/A	Assurance Action	due Feb	Assurance Action	due Feb
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	due Nov 24	Assurance Action	due Nov 24
Waste Contract	PC.A1.5	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	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	January update - as previous- Waste contract now on Intend and go-live December '23. Subject to testing of waste contract, next step will be SLT Leisure Contract.
Waste Contract	**PC.A2.0**	**Review of the contract to refocus our communications and contract monitoring in areas of poor performance and to ensure the council receives the full provisions within the contract from Serco**	**Director - Borough Economy**	**Cabinet Member for Environment Services**			**Autumn 2021**	**Jan-23**	Focus 2	N/A	N/A	N/A	N/A

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Waste Contract	PC.A4.0	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Mar-23	Focus 2	N/A		N/A	
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	due Feb	Assurance Action	due Feb
Waste Contract	PC.A5.0	Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	End 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				End 2023	N/A	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	New vehicles arrived and into service.
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	Due feb	Assurance Action	Due feb

	Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
SEND Transport	**PC.B3.0**	**Procurement of 2024 SEND Transport Contract**	**Director - Children and Education**				**Nov-22**	**Apr-25**	**Focus 2**	N/A	n/a	N/A	n/a
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	Aug 23	Sept 23	N/A	Complete	Business planning workshops held in November/December - received positive feedback from attendees, and intelligence is being used to inform business planning for 2024/25. Draft Continuous Improvement Framework developed for discussion with Transformation and Learning & Development to align approach across key agendas (meeting scheduled for January 2024)	Complete	Complete
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	Jan-24	Sep 23	N/A	On Track- little or no slippage	December update- as last month	Complete	On track- working with Legal on a flexible purchasing system. The framework will be in place July/August 24 to run all the new contract through. It will support and encourage SME operators to join the framework which will provide much needed competition and challenge.(SM 16/01/24-dw)
SEND Transport	PC.B3.4	Working with contract management consultant to introduce and embed robust contract management arrangements	Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education		Jan-23	Ongoing	N/A			Complete	work was done on existing contracts, no changes could be made at the time. The lessons learnt from this will be used on the new contract management arrangements in the future. (SM 16/01/24-dw)
SEND Transport	PC.B3.5	NEW action- Assurance: SEND Procurement	Director - Children and Education	Cabinet Member for Children and Education			February		N/A	New Action Added	assurance action added	New Action Added	assurance action adeded
New System Procurement	**PC.C1.0**	**Explore implementation of a corporate performance management system**	**Assistant Chief Executive**	**Dept Leader**			**Jun-21**		**Focus 2**	N/A	N/A	N/A	N/A

	Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
New System Procurement	PC.C1.1	Options Appraisal	Assistant Chief Executive	Deputy Leader		Strategic Lead - Service Improvement		Oct-23		N/A	Significant issues / actual/projected slippage- more than 2 months	RAG rating changed from AMBER to RED as have missed the timescales we set ourselves, this is due to conducting further engagement with services to ensure requirements are captured from across the council prior to discussion of Options Appraisal and Business Case at ICT Approval Panel and Corporate Transformation Board in New Year.	Significant issues / actual/projected slippage- more than 2 months	Engagement with service areas complete. Following discussion with Director Finance and AD ICT, further work required to further explore Oracle Fusion as a potential solution. Cross-council stakeholder group to be established for the project to ensure needs of the organisation are understood and explored. Initial meeting with procurement has taken place and the project is in the procurement pipeline for commencement at a future date if required.
New System Procurement	PC.C1.2	Business Case and Implementation Plan Considered	Assistant Chief Executive	**Deputy Leader**		Strategic Lead - Service Improvement		TBC based on selected option		N/A	Not due to start	Not due to start	Not due to start	Not due to start

Theme 6-Partnerships & Relationships

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Sandwell Children's Trust	PR.A1.0	Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A
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	Medium Progress- actual/ projected slippage of 1-2 months	SCT KPIs have been agreed across SCT and the DfE following the review by the DfE appointed Improvement Board Chair. The review has not just looked at the KPIs but the operating tolerances too.	On Track- little or no slippage	The new approved contract KPIs will be reported through PMF effective Q1 2024/25
Sandwell Children's Trust	PR.A1.8	KPI's (along with accompanying tolerances) implemented in Q2	Director - Children and Education	Cabinet Member for Children and Education			Sep-23	Dec-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	As above commentary	On Track- little or no slippage	As above commentary
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	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	due january 24	Assurance Action	Scrutiny Meeting Date Feb 2024 (Jacquie Smith & Emma Taylor to attend)
Sandwell Children's Trust	PR.A3.0'	Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help Service	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2		Updates provided and there is also the SCT governance structures inc OPB, SPB and Improvement Board supported by a range of senior meetings inc the Cabinet Member, DCS, Chair of the SCT Board, CEO of SCT. N/A		Updates provided and there is also the SCT governance structures inc OPB, SPB and Improvement Board supported by a range of senior meetings inc the Cabinet Member, DCS, Chair of the SCT Board, CEO of SCT. N/A
Sandwell Children's Trust	PR.A3.4	Outcomes around early help and corporate parent reporting through PMF at Q1	Director - Children and Education	Cabinet Member for Children and Education			Sep-23	Sep-23	N/a	On Track- little or no slippage	December update- as last month	On Track- little or no slippage	Scheduled throughout 2024
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health				Focus 2		Action completed since the formation of the overarching 5 Boards.=- assurance action to monitor		Action completed since the formation of the overarching 5 Boards.=- assurance action to monitor
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	December update- as last month	Complete	The PfA Project Board meeting scheduled for November 2023 was cancelled due to unforeseen circumstances. The next meeting is scheduled for Monday 29th January 2024. Project activity continues in the Stage one / Prepare phase. Following submission of the PfA preparatory findings report in 2023, further analysis has been completed to fulfil next steps/actions in relation to case file audits and post age 17 referral analysis. These reports have now been submitted for review and comment. We continue to bring together and liaise with internal and external partners to identify project dependencies and required future collaborative working. Action is monitored through MTFS, adults and Transformation Board this action will be removed from IP.

Static data			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 (December 2023)	Update (Initial and Date)(December 2023)	Status (January 2024)	Update (Initial and Date) (January 2024)
Effective Local Structures	PR.C1.6	Assurane action- Receive a 6 monthly 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		6 monthly	April 24 October 24	Focus 2	Assurance Action	Interview for Project Manager post conducted on 4th October but candidate unsuccessful. 07/12/23 A new consultant in Public Health is due to start on 12/02/23 who will lead on this area. A Long term conditions needs assessment and infant mortality needs assessment has been commissioned by ICB to look at needs in Sandwell.	Assurance Action	Programmes of work are progressing jointly and funded by ICB. Winter booklet (december) Infant mortality needs assessment (Dec) Long term conditions deep dive (Dec) Work well bid (19th January) Ongoing Discussions around MMUH (new hospital) and Adult social care cost disparities
VCS Relationships	**PR.D1.0**	**Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.**	**Leadership Team**	**Cabinet Member for Communities**			**Mar-22**	**Jul-23**	Focus 2	N/A	Regular contact has been maintained with CM and CW to continue discussions regarding links between the PfA Project and the SEND Eco-System Programme. PfA board due to take place in Nov to discuss potential links/activities with a range of other projects currently underway.	N/A	
VCS Relationvhips	PR.D1.3	Consultation on VCS Draft Strategy	Assistant Chief Executive			Director - Housing	Jan-23	TBC	N/A	Action on Hold	Business planning workshops held in November/December - received positive feedback from attendees, and intelligence is being used to inform business planning for 2024/25. Draft Continuous Improvement Framework developed for discussion with Transformation and Learning & Development to align approach across key agendas (meeting scheduled for January 2024)	Action on Hold	Further work in progress to develop approach for wider VCS engagement and funding.
VCS Relationships	PR.D1.4	Approval of VCS Strategy	Leadership Team			Director - Housing	**TBC**	TBC		Not due to start	Project activity continues to be in Stage On / Prepare / Phase Two (follow on actions).	Not due to start	Project activity continues to be in Stage On / Prepare / Phase Two (follow on actions).