

Improvement Plan Theme Progress Summary July 2022

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Organisational Culture	<p>Summary Statement:</p> <p>Progress is being made across all workstreams.</p> <p>Of the 16 main action areas, there are:</p> <ul style="list-style-type: none"> • zero main actions with a red risk rating, • 7 main actions with an amber risk rating, • 8 main actions with a green risk rating. • 1 main action has not yet been risk rated (A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered) <p>Of the 7 actions with an amber risk rating:</p> <ul style="list-style-type: none"> • All live sub-actions to deliver the action are on track • 2 sub-actions are not yet due to commence • 2 sub-actions have been completed this month 	<p>July:</p> <ul style="list-style-type: none"> • Dates for Member-Officer relationship sessions confirmed with LGA • Star Chamber sessions arranged • CEx recruitment search consultancy engaged <p>June:</p> <ul style="list-style-type: none"> • New Member Induction Complete • MDP approved • Employee Survey results presented to all DMTs. 	<ul style="list-style-type: none"> • Budget Holder Role Profile agreed. Achieved • New Member Induction Completed • Employee Engagement Results. Achieved • Meeting structures to support Senior Leadership (Officer and Member) confirmed. Due to be achieved within quarter • Part 1 Engagement – starting the conversation Commenced • Scope of Corporate Governance Training approved Commenced • Corporate Governance Training – procurement of delivery partner Discussions ongoing with LGA around support

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	<p>Organisational Culture Workstream Updates</p> <p>Establishing Organisational Culture</p> <ul style="list-style-type: none"> • Consultancy engaged. • Champion recruitment underway • Listening groups will commence late August <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Management Development Programme is being designed. It will take the form of an initial suite of Corporate Governance Training (which will follow the specific approvals at Council (July, Oct and Dec) and a focus on the Officer-Member relationship in September (with support from the LGA). A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the OD Strategy and Plan. <p>Officer and Member Relationship</p> <ul style="list-style-type: none"> • Regular meetings between Cabinet and Leadership Team in place for Municipal Year • Once Conservative Group whip identified, regular meetings will be scheduled with Commissioners, MO, S151 and Chief Whips. (1:1s in place currently) • Sessions focusing on Officer-Member relationship with LGA will take place in September • Approach around the cultural element of Ward and Casework management needs further discussion <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Member Development Programme in place and will be regularly reviewed. Member attendance good to date and positive feedback. • Discussions taking place with LGA around assistance with delivery • Training in relation to employment of Chief Officers planned for August <p>Internal Communications</p> <ul style="list-style-type: none"> • Regular internal communications being delivered 		

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	<p>Employee Engagement</p> <ul style="list-style-type: none"> Survey results shared at all Directorate Management Teams and Service Manager reports circulated ahead of identifying actions to embed in improvement plan Initial Council-wide response and actions to EES findings due for discussion by Leadership Team on 30/08 <p>Recruitment of Chief Executive</p> <ul style="list-style-type: none"> Search consultancy support engaged. Chief Officer Terms and Conditions Committee scheduled 28 July to approve process. 		
<p>Corporate Oversight</p>	<p>Summary Statement: Progress is being made across all workstreams with some slippage of 1-3 months. There are:</p> <ul style="list-style-type: none"> 1 main action with a red risk rating, 3 main actions with an amber risk rating 6 actions with a green risk rating. 1 main action has not yet been risk rated (Restructuring) and requires a discussion to confirm leadership of actions. <p>Of the 1 action with a red risk rating, 1 sub-action is on track with little or no slippage:</p> <ul style="list-style-type: none"> Performance Management Framework - Preparations are underway and on track for Q1 report on the Performance Management Framework to Cabinet in September. <p>Of the 3 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> 1 has sub-actions that have or will experience medium slippage or issues. These actions relate to: 	<p>July:</p> <ul style="list-style-type: none"> Business process re-engineering resources have been approved. <p>June:</p> <ul style="list-style-type: none"> Improvement Plan approved. Commissioners report complete. 	<p>Establish Performance Management Framework Achieved – <i>Achieved</i></p> <p>Improvement Plan approved – <i>Achieved</i></p> <p>Q1 report on PMF to Cabinet in <i>September 22</i>.</p> <p>Directorate level restructuring - Decision required from Leadership regarding ownership of action. <i>August 22</i></p>

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	<ul style="list-style-type: none"> • Oracle Fusion <ul style="list-style-type: none"> ○ Procurement of the new Oracle Fusion provider evaluation period being extended by 3 weeks, due to the need for further financial evaluation, clarification needed from bidders. ○ Due to the evaluation period extension, there is slippage on the support provider being in place and delivery. <p>Actions with a green risk rating have areas of medium progress. These relate to:</p> <ul style="list-style-type: none"> • Reduction of Financial Transactional Activity <ul style="list-style-type: none"> ○ CIPFA review is complete, however, recommendation will require further work on the review of internal charges. • Corporate Debt Recovery <ul style="list-style-type: none"> ○ Due to slippage in relation to Revs and Bens focussing on Energy Rebate and Household Support Fund Schemes, there is a delay on the corporate debt recovery process. Due date to be changed to October 2022. 		
	<p>Corporate Oversight Workstream Updates</p> <p>ERP</p> <ul style="list-style-type: none"> • Further project management training to be arranged. • The evaluation period has been extended by 3 weeks due to the need of financial evaluation for the Tender of the new support provider to deliver Oracle Fusions. Progress rating has moved from green to amber. <p>Improvement Planning, Monitoring and Learning</p>		

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	<ul style="list-style-type: none"> • Council approved Improvement Plan • Commissioners report prepared and submitted to Secretary of State – next submission due in December 2022. • Awaiting formal response from DLUHC. Delay to letter will impact on our timescale to respond to additional actions (ahead of December submission to SoS). <p>Performance Management</p> <ul style="list-style-type: none"> • Council approved the Performance Management framework (PMF) • Q1 reporting preparations are underway and on track, report to be made to Cabinet in September 22. • Monthly Budget monitoring is taking place and on track <p>Organisational Structure and Enabling Corporate Core</p> <ul style="list-style-type: none"> • Financial services sections restructure approved and implemented and is now on track. • Budget holder roles completed and launched, process on track • Work underway to provide capacity for process reviews to reduce financial transactional activity, will follow restructure implementation, process is on track. • Directorate level restructuring is progressing and on track, however, requires designated ownership and oversight. Request that Director of Business Strategy and Change own the action and also embed the organisational design principles put forward by the Head of HR. To be approved by Leadership Team 4.8.22 • Review of internal charges - CIPFA initial review complete, however, recommendations arising from this will need further work. Rated amber – due to slippage. • Review of corporate debt has experience slippage due to revenues and benefits SM focussing on Energy rebate and household support fund schemes, due to change in government policies – amber rating due to slippage. 		
Strategic Direction	<p>Summary Statement: Progress is being made across workstreams with some slippage of 1-3 months in medium risk areas</p> <p>Of the 13 main action areas, there are:</p> <ul style="list-style-type: none"> • zero actions with a red risk rating, 	<p>July:</p> <ul style="list-style-type: none"> • Corporate Procurement Strategy approved 	<p>Review of Medium Term Financial Plan Complete – on track for Sep Cabinet</p> <p>Corporate Procurement Strategy approved – Complete-approved at July Council</p>

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	<ul style="list-style-type: none"> • 6 actions with an amber risk rating, • 7 actions with a green risk rating. <p>Of the 6 actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 8 live sub-actions to deliver the action are on track • 7 sub-actions are not yet due to commence • 0 sub-action have been completed this month • 2 have sub-actions that have or will experience significant slippage or issues. These actions relate to: <ul style="list-style-type: none"> ○ Equality and Diversity <ul style="list-style-type: none"> ▪ Equality Policy approved ○ Developing a model for locality working <ul style="list-style-type: none"> ▪ Pilot of Town Co-ordinator role commences • 4 have sub-actions that have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> ○ Corporate Asset Management Strategy Development <ul style="list-style-type: none"> ▪ Confirmation of funding for remaining Workplace Vision components ▪ Implementation of new Asset Database ▪ Maximising Value out of surplus assets portfolio – Cabinet report ▪ Options for hub locations identified ○ Develop and Implement the Commercial Strategy <ul style="list-style-type: none"> ▪ Commercial Strategy Approved ▪ Business Cases Presented for commercial workstreams ○ Refresh Corporate Parenting Strategy 	<ul style="list-style-type: none"> • Budget Consultation Launched 	<p>Commercial Strategy approved – likely to need further iteration before approval</p> <p>Regular Resident Survey in place – budget consultation launched in July</p> <p>Equalities policy approved – slippage. Being prepared for October approval</p>

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	<ul style="list-style-type: none"> ▪ Re-focusing of strategic priorities ▪ Corporate Parenting Strategy approved ○ Equality and Diversity <ul style="list-style-type: none"> ▪ Equality Policy reviewed 		
	<p>Strategic Direction Workstream Updates</p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Regen Strategy and Pipeline: Monitoring of pipeline projects is on track and first update will be available during November. Software procurement not taken place yet. Interviews and recruitment to key Project Manager positions have taken place but not in place yet. • Corporate Asset Management Strategy: Target for Cabinet approval in September. Funding for remaining Workplace Vision components not approved, awaiting decision on next phase. Hub locations were due to be discussed with Cabinet in July '22. Locality Working Model (town-co-ordinator role) is currently on hold. PMO query whether issues with town-co-ordinator role will have broader impact on Corporate Asset Management Strategy ability to complete in September'. PMO suggest Lshp Team discussion Implementation of new asset database is on track; however, risk of slippage is significant. Surplus assets portfolio has been delayed but it scheduled for Cabinet in September. • Procurement and Contract Procedure Rules review completed and approved at July Council. CPR's training to now be prepared and planned • Commercial Strategy: Work ongoing with Commercial Strategy, Strategy is in draft and will be reviewed following training with C CO and approval by LT. 5 potential workstreams are within the draft. LATC (in relation to leisure provision) will be added to the draft workstreams. • Corporate Parenting: Strategic priorities to be confirmed by Corporate Parenting Board ahead of September Board. Corporate parenting strategy due to be approved in September 22 by Board Members. 		

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	<ul style="list-style-type: none"> • HRA Business Plan: On track. Review of compliance and stock data has been completed; however, stock condition surveys will be procured. Workshop has been held with Savills on June 22 regarding the HRA Business Plan and check assumptions in the draft plan <p>Equality and Diversity</p> <ul style="list-style-type: none"> • Equality, Diversity and Inclusion staff networks ongoing. • Equalities Commission Board to continue delivering priorities. Equalities Policy due to be considered by Council in October – slippage from initial target of June. • Work is underway on the Equality, Diversity and Inclusion Strategy. <p>Locality Working</p> <ul style="list-style-type: none"> • Pilot of Town Co-ordinator role recruitment was unsuccessful. This proposal is on hold. <p>Medium Term Financial Plan & Capital Strategy</p> <ul style="list-style-type: none"> • The Approval of MTFP and Capital Strategy is on track for September Cabinet <p>Consultation and Engagement</p> <ul style="list-style-type: none"> • Survey for budget consultation launched in July. 		
Decision Making	<p>Summary Statement: Progress is being made across all workstreams with significant progress made this month through Council's approval of first wave of changes to Corporate Governance Documents, and agreement to consult on 4-yearly election cycle.</p> <p>There are zero main actions with a red risk rating, 5 main actions with an amber risk rating, and 2 actions with a green risk rating.</p>	<p>July:</p> <ul style="list-style-type: none"> • Council approval to start of consultation on 4-yearly election cycle • Council approval of key Corporate Governance Documents: 	<ul style="list-style-type: none"> - Scrutiny work Planning event Complete - Options paper to Leadership Team for 4 yearly election cycle – Complete - Revised PCR, Sale of Land and Buildings Protocol – approved July - Council Procedure Rules – Due in October

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	<p>Of the 5 main actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 9 live sub-actions to deliver the action are on track • 0 sub-actions are not yet due to commence • 2 sub-actions have been completed this month • 1 sub-action has or will experience significant slippage or issues • 1 sub-action has or will experience medium slippage or issues <p>The sub-action that have or will experience significant slippage or issues. This action relates to:</p> <ul style="list-style-type: none"> ○ In-depth review and revision to Corporate Governance Documents <ul style="list-style-type: none"> ▪ Revised Financial Regulations <p>The sub-action that have or will experience medium slippage or issues relates to:</p> <ul style="list-style-type: none"> ○ Refresh decision making-arrangements including the role of Scrutiny <ul style="list-style-type: none"> ▪ Approval of any changes to scrutiny (if required following review). A date change is proposed through change control due to an error in the due date recorded. ○ Completion of ARAC recommendations in relation to SEND Transport 	<ul style="list-style-type: none"> ○ Sale of Land and Buildings ○ Procurement and Contract Procedure Rules ○ Thresholds for Decisions <p>June:</p> <ul style="list-style-type: none"> • Review of Arms Length Companies complete 	<ul style="list-style-type: none"> - Revised Scheme of Delegation – <i>slippage to October</i> - Revised Financial Regs – <i>slippage to October</i>
	<p>Decision Making Workstream Summary</p> <p>4 Yearly Election Cycle</p> <ul style="list-style-type: none"> • Council approved commencement of consultation on 26th July 		

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	<ul style="list-style-type: none"> Further final decision report due at Council in October. Currently on track. <p>Constitution and Governance Framework</p> <ul style="list-style-type: none"> Council on 26th July approved revised procurement and contract procedure rules, sale of land and buildings protocol, thresholds for decisions. Financial regs are being reviewed. Priority for change was in relation to thresholds for decisions which were approved by Council in July. Further amends to Fin Reg will be presented to Council by October Revised scheme of delegation being prepared for Council in October <p>Role and function of Scrutiny and Audit</p> <ul style="list-style-type: none"> Review of scrutiny arrangements are ongoing and completion due October. Scrutiny work plans have been agreed and workplans are in the process of being delivered. Implementation of recommendations regarding the waste contract and SEND transport is in progress. Slippage relating to Serco annual plans was experienced but now provided. No issues arising relating to historic issues 		
Procurement & Commercial	<p>Summary Statement: Progress is being made across all workstreams with some slippage of 1-3 months.</p> <p>There are zero actions with a red risk rating, 5 actions with an amber risk rating, and 4 actions with a green risk rating.</p> <p>Of the 5 actions with an amber risk rating:</p> <ul style="list-style-type: none"> 2 sub-actions have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> Lion Farm Options Agreement – some slippage due to legal representatives of both sides taking 	<p>July:</p> <ul style="list-style-type: none"> SEND contract awarded <p>June:</p> <ul style="list-style-type: none"> Contract Management Framework is in place for the Waste Contract Cabinet decision on future delivery 	<ul style="list-style-type: none"> Waste and Recycling Recovery Plan Implementation Complete. Achieved Street Cleansing Recovery Plan approval. On track Option appraisal for future leisure management options. Achieved SERCO contract performance reporting embedded in PMF. On track

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	<p>longer than expected to agree terms for the Expert Determination process.</p> <ul style="list-style-type: none"> ○ Completion of ARAC recommendations in relation to SEND Transport • All other sub-actions are on track or completed 	of leisure services	<ul style="list-style-type: none"> • Implementation of asset management system . On track but risk of slippage is high. • Implementation of approved way forward on Lion Farm slippage
	<p>Procurement and Commercial Workstream Summary</p> <p>Waste Contract:</p> <ul style="list-style-type: none"> • Contract Monitoring framework progressing well with an agreed framework in place. Performance will be reported alongside Q1 PMF report to Cabinet. • Procurement for support to review the contract now completed and document request in progress. • Street Cleansing Recovery Plan due for implementation October 22. • Fleet replacement programme is in delivery phase with dates into 2023. • SERCO fleet replacement on track. <p>SEND Transport:</p> <ul style="list-style-type: none"> • On schedule for new contract to commence on 1 September • Contract awarded however, Mini competition to be run for one lot due to supplier. • Updates and recommendations have been provided to scrutiny and audit. • On track to conclude procurement related recommendations in line with new contract from September 22. • Update required on ARAC recommendations. • Review SEND action tracker to Children and Education Scrutiny Board at each meeting – due September 22. • Procurement recommendations for new contract due in September 22. 		

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	<p>New System Procurement:</p> <ul style="list-style-type: none"> Initial market testing for Performance Management System and demonstration complete. Asset Management System is procured and is being implemented. Programme is tight and risk of slippage is high. Risk rating amber. <p>Lion Farm:</p> <ul style="list-style-type: none"> Action plan being implemented, however, there has been some slippage due to legal representatives of both sides taking longer than expected. Terms for Expert Determination process is delayed due to above. <p>Leisure Contract:</p> <ul style="list-style-type: none"> Decision made by Cabinet to transfer services to LATC (Local Authority Trading Company) Implementation phase has commenced. Action no longer required, for step in provider. SLT have agreed to continue delivery to May 2023. LATC transition in progress for future delivery of leisure facilities. 		
Partnerships & Relationships	<p>Summary Statement: Progress is being made across workstreams with some slippage of 1-2 months</p> <p>Of the 6 main action areas, there are:</p> <ul style="list-style-type: none"> zero actions with a red risk rating, 4 actions with an amber risk rating, 1 action with a green risk rating. 1 action has not yet been rated (Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.) 	<p>July:</p> <ul style="list-style-type: none"> Attendance at WMCA, ABCA, and BCLEP meetings much improved since May and engagement with agenda issues has improved. <p>June:</p> <ul style="list-style-type: none"> Member representation to 	<ul style="list-style-type: none"> VCS Grants review update report to Leadership Team Achieved and next stage commenced. Member representation to key regional and sub-regional meetings agreed – Achieved Health and Wellbeing Strategy – Slippage- due to be presented to the next

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	<p>Of the 4 actions with an amber risk rating:</p> <ul style="list-style-type: none"> • 5 live sub-actions to deliver the action are on track • 0 sub-actions are not yet due to commence • 0 sub-action have been completed this month • zero have sub-actions that have or will experience significant slippage or issues. • 4 have sub-actions that have or will experience medium slippage or issues. These actions relate to: <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ▪ KPI Suite reviewed ▪ Revised KPI suite agreed ▪ Review of Contract concludes ▪ Contract Review with DfE ○ Review partnership structures within the 'People's sphere' <ul style="list-style-type: none"> ▪ Initial scoping of work with partners around partnership structures in the children's sphere ▪ Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities ▪ Test adequacy of partnerships and integration through Health Outcomes 	<p>key regional and sub-regional meetings agreed</p> <ul style="list-style-type: none"> • Ofsted judgment and specific comments around the improved governance and effective relationships between Council and Trust 	<p>Health and wellbeing board in September</p>

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	<p>Framework and system-wide thematic deep dives</p> <ul style="list-style-type: none"> • Of the main action that has not yet been rated, 1 sub-action has or will experience medium slippage or issues. This relates to: <ul style="list-style-type: none"> ○ Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector <ul style="list-style-type: none"> ▪ Corporate Review of Grant Funding 		
	<p>Partnerships and Relationships Workstream Summary</p> <p>Sandwell Children’s Trust</p> <ul style="list-style-type: none"> • SMBC have drafted KPIs (Key Performance indicators) which were reviewed in July and confirmed KPIs will be included in the revised contract. • Review of contracts to be concluded in Autumn to taking into account the ability to be more flexible (now Ofsted has happened, that we don’t want to evoke the break clause and to align with DfE (Department for Education) schedule. • Monthly four-way meetings diarised throughout the year. • Ofsted Judgement ‘require improvement to be good’ with comments around the improved governance and effective relationships between Council and Trust. <p>Regional and Sub Regional Presence</p> <ul style="list-style-type: none"> • A number of actions complete • Attendance at and engagement within agenda issues at WMCA, ABCA and BCLEP is much improved. <p>Effective Local Structures</p>		

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	<ul style="list-style-type: none"> • Project manager to be appointed to the partnership restructures to transition from children's to adults in place- post has been advertised. • Partnership discussions taking place for scoping of work with partners around partnership structures in children's sphere. • Joint approach between HWBB and SHCP (Sandwell Health & Care Partnership). • HWB Draft Strategy in draft form and will be present to the next Health and wellbeing board in September • Substance Misuse deep dive presented to SHCP board and currently being written up as a stakeholder report. <p>VCS (Voluntary and Community Sector) Relationship</p> <ul style="list-style-type: none"> • Reviews of some grants are underway and draft proposals for reform of grants and efficiency savings have been prepared. • Decision needed on how 2023/24 savings will be made 		

Theme Status Key

Green Theme: High and Medium Risk areas are on track. Green risk areas have a small number of sub-actions with amber/red progress.
 Amber Theme: High and Medium risk areas have some medium delivery issues and/ or green risk areas have medium/high delivery issues.
 Red Theme: High and Medium Risk areas have a number of medium/significant delivery issues and/or green risk areas have a number of significant delivery issues.