



IMPROVEMENT PLAN

Progress against Plan Status Rating	Definition	Leadership Team Action as a result
On Track	Progress against the action is good and there is i) a low level of issues; and/or ii) progress is in line with the delivery date with no/ minor slippage (e.g. less than 1 months); and/or that	Leadership Team note progress and seek assurance that on track
Medium progress	Progress on the action is being made but there is i) a medium level of issues and/or ii) slippage (actual / projected) of 1-2 months	Leadership Team watching brief and review impact on dependencies
Significant issues / slippage	There is a significant level of issues and/or slippage (e.g. more than 2 months)	Leadership Team review and remedy
Not due to start	Work on the action is not due to start	N/a
Complete	Action is complete	N/a
Closed	Action is complete and there is evidence that the measures of success have been fulfilled	Evidence to be provided
N/A	Update not required at this time	N/a
On hold	Action placed on hold due to different approach being considered	

Theme 1 -Organisational Culture

Static data			Owners					Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)/June 2023)	Status (July 2023)	Update (Initial and Date)/July 2023)
Establishing Organisational Culture	OCA2.0	Create the right environment for that organisational culture to thrive	Workforce Strategy approved	(New) O1 We will embed the One Team Framework	Chief Executive	Deputy Leader					Focus 1	N/A	N/A	N/A	N/A
Establishing Organisational Culture	OCA2.1	Workforce Strategy approved			Chief Executive	Deputy Leader		Head of HR	Dec-22	Jul-23	N/A	On Track- little or no slippage	The draft of the workforce strategy is being taken to Leadership in July 2023 for approval. (N. DS 3.7.23)	Medium Progress- actual/ projected slippage of 1-2 months	Workforce strategy being agreed at September Leadership. There is no delay to the workstreams within the strategy whilst this approval is pending. (DS)
Establishing Organisational Culture	OCA2.3	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	3 sessions completed. 5 remaining - Programme plan drafted and key workstreams identified.	On Track- little or no slippage	Final launch and share session 21 July 2023. Feedback and evaluation from launch is being collated. Programme plan meeting with stakeholders of the wider OTT embedding taking place 19.7.23. (DS)
Establishing Organisational Culture	OCA2.4	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	Project scoping taking place inline with programme plan	On Track- little or no slippage	L&OD have a draft proposal and will commence a timeline to consult with stakeholders as part of the project plan in OCA2.3. (DS)
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Management Development Programme Agreed	(New) O2 We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive	Chief Executive	Deputy Leader	Director- Law & Governance				Focus 2	N/A	N/A	N/A	N/A
Officer Learning and Development	OC.B2.1	Management and Development Programme Scope, Content and Budget Agreed			Chief Executive	Deputy Leader	Director- Law & Governance	Head of HR HR Team Manager L&D/OD	Oct-22	April 23	N/A	On Track- little or no slippage	Manager essentials sessions and Sandwell Manager essentials will continue as BAU. Learning for managers	Complete	Can this marked as complete now as Sandwell Manager essentials will continue as BAU. Learning for managers
Officer Learning and Development	OC.B2.4	Management Development Programme Delivery			Chief Executive	Deputy Leader	Director- Law & Governance		Apr-23	tbc	N/A	On Track- little or no slippage	As above	Complete	As above
Officer Learning and Development	OC.B2.5	New action: Senior Leadership Development Programme Scope, Content and Budget Agreed			Chief Executive	Deputy Leader		Head of HR HR Team Manager L&D/OD		TBC	N/A	New Action Added	VL and DS to meet with SL (13th July) scope requirements	New Action Added	VL/DS met with Shokat and provisional ideas and plans are being developed for a pilot of a programme approx January 2024. (DS)
Officer and Member Relationship	OC.C4.0	Assurance Activity to sustain positive Officer and Member Relationship		(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance	Leader of the Council			Jan-23		Focus 2	N/A	N/A	N/A	N/A
Officer and Member Relationship	OC.C4.1	Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship			Director - Law & Governance	Leader of the Council			Jan-23	May-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	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. Following discussions with ARAC and BCSMB around the Officer-Member	Medium Progress- actual/ projected slippage of 1-2 months	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. Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is
Officer and Member Relationship	OC.C4.2	New action: 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	New Action Added	To commence following discussions with Group Leaders and Chief Whips and Ethical Standards and Member Development Committee around approach ahead of LGA sessions	New Action Added	Preparations underway for Autumn insight gathering around the Member-Officer relationship.
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	LT review of All Member briefings	(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance	Leader of the Council					Focus 2	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D3.2	Leadership Team Review of All Member Briefings to ensure they are meeting needs			Director - Law & Governance	Leader of the Council			Mar-22	Jun-23	N/A	On Track- little or no slippage	Continuous learning has been taking place throughout the previous Municipal Year. Once next All Member briefing has been scheduled (likely end July), discussion will take place with Leadership Team on content and preparation including continuous learning around how the briefings are working.	On Track- little or no slippage	Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. Next briefing will take place mid August. Once forward plan of All Member briefing dates in place this action will be closed.
Member Learning and Development	OC.D5.0	Member development programme	Approval of refreshed Member Development Programme for start of Municipal Year	(New) O4-We will continue to improve Officer-Member Relationships	Director - Law & Governance						Focus 2	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D5.1	Approval of next iteration of MDP that includes actions as a result of Member POP analysis			Director - Law & Governance		Ethical Standards and Member Development Committee		Mar-23	23-Mar	N/A	Complete	Complete	Complete	complete

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Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)/June 2023)	Status (July 2023)	Update (Initial and Date)/July 2023)
Member Learning and Development	OC.D5.2	New action: New Member Survey conducted and any required amendments made to MDP / New Member Induction programme			Director - Law & Governance	Ethical Standards and Member Development Committee			Jul-23	23-Aug		New Action Added		On Track- little or no slippage	Due to be launched at end July.
Internal Communications	OC.E2.0	Deliver the communications strategy to assist with more effective internal communications		(New) O5- We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (See O20 - O22)	Chief Executive	Leader of the Council			Feb-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Internal Communications	OC.E2.1	Internal comms channels used to deliver comms messages on an ongoing basis including: - All staff briefing - Team Talk Leadership Updates - Member bulletin - Director live events - We are Sandwell e-bulletin (New)			Chief Executive	Leader of the Council		Strategic Lead - Communications	Ongoing	Monthly updates through IP	N/A	On Track- little or no slippage	CE blog, Team Talk, Directorate events and We are Sandwell bulletins delivered. A corporate live event was held to mark Corporate Parenting Week and work is underway to deliver an in person all staff briefing at the SAC in July.	Complete	First in person all staff briefing held at the SAC on 19th July setting out the vision for the organisation and the high-level roadmap on how we get there. This has been followed up with comms for those unable to attend on the day, including a booklet going to colleagues who do not have an email account. Other BAU internal comms channels maintained.
Internal Communications	OC.E2.2	Chief Executive's Comms Plan launch			Chief Executive	Leader of the Council		Strategic Lead - Communications	Spring 2023	TBC	N/A	Complete	Matt / Harps - suggest this is closed as the plan is now in place	Complete	Complete
Internal Communications	OC.E2.3	Develop proposal for all staff conference			Chief Executive	Leader of the Council		Strategic Lead - Communications	TBC	Aligned to CEX 100 day plan	N/A	On Track- little or no slippage	Being held on 19th July.	Complete	Delivered on 19th July.
Internal Communications	OC.E2.4	Formal Employee Recognition Scheme - approach and resources identified			Chief Executive	Leader of the Council		Strategic Lead - Service Improvement	Mar-23	Oct-23	N/A	On Track- little or no slippage	Development of Employee Recognition Scheme is being linked to values and behaviours roll out. Aiming for October for proposal for scheme.	On Track- little or no slippage	Development of Employee Recognition Scheme is being linked to values and behaviours roll out. Aiming for October for proposal for scheme.
Internal Communications	OC.E2.5	Continuous feedback on effectiveness of internal comms			Chief Executive	Leader of the Council		Strategic Lead - Communications	Ongoing	Quarterly Reporting Jan, Apr, July, Oct	N/A	On Track- little or no slippage	dashboard to monitor engagement levels of internal bulletins established.	Complete	Survey being conducted to get feedback from the all staff briefing. Continue to add pulse/feedback surveys to internal comms channels and directorate.
Internal Communications	OC.E2.6	Regular comms activity around the scale of financial activities and how the organisation is addressing them.			Chief Executive	Leader of the Council	Director - Finance	Strategic Lead - Communications	Jan-23	ongoing	N/A	On Track- little or no slippage	as last month- Regular comms setting out the MTS as one of the top priorities for the organisation - this will be covered in the all staff briefing in July.	Complete	Reminder of the financial position of the council included in the CE's message at all staff briefing.
Internal Communications	OC.E2.7	Review social media policy and create guidance/ protocol for working with MPs			Chief Executive	Leader of the Council		Strategic Lead - Communications AD - HR	Jan-23	23-Aug	N/A	On Track- little or no slippage	Revised policy was taken to last TU meeting.	On Track- little or no slippage	Meeting with TUs to discuss their proposed changes on 25th July.
Internal Communications	OC.E2.8	Regular comms activity around the golden thread			Chief Executive	Leader of the Council		Strategic Lead - Communications	Jan-23	ongoing	N/A	On Track- little or no slippage	Main method to do this is now the CE blog.	Complete	Golden thread articulated as part of the CE's presentation at the all staff briefing.
Embedding Constitutional Changes	OC.G1.0	Governance review training Phase 2	- Corporate Governance Development Programme Agreed - Delivery of Corporate	(New)O10- We will ensure that our refreshed governance arrangements are embedded	Director - Law & Governance	Leader of the Council			Jan-23	TBC	Focus 2	N/A		N/A	
Embedding Constitutional Changes	OC.G1.3	Governance Training and Development	Corporate Governance Training Delivery		Director - Law & Governance	Leader of the Council	Director-Finance		Jan-23	May-24	N/A	On Track- little or no slippage	First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance.	On Track- little or no slippage	First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance.
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- little or no slippage	Code of Corporate Governance Training Contained within MDP. 2 further training dates are being identified to capture Members who didn't attend first session. AGS has to be presented alongside Annual Accounts.	On Track- little or no slippage	Code of Corporate Governance Training Contained within MDP. 2 further training dates are being identified to capture Members who didn't attend first session. AGS has to be presented alongside Annual Accounts.

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating		
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Embedding Constitutional Changes	OC.G1.5	Delivery of Directorships and Trusteeships Training			Director - Law & Governance	Deputy Leader			Jan-23	Jul-23	N/A	On Track- little or no slippage	Contained within MDP. Delivery due in August	On Track- little or no slippage	Contained within MDP. Delivery due in August
Role and Function of Scrutiny and Audit	OC.H1.0	Assurance Activity to ensure effective contribution of Scrutiny and Audit is sustained		New O10- We will ensure that our refreshed governance arrangements are embedded	Director - Law & Governance						Focus 2	N/A		N/A	
Role and Function of Scrutiny and Audit	OC.H1.2	Quarterly survey of Member and Officers participating in Scrutiny and Audit meetings			Director - Law & Governance			Strategic Lead - Service Improvement Democratic and Member Services Manager		Jan April July October	N/A	Complete	Surveys of Officers and Members attending Scrutiny and Audit ended April 2023 and findings shared with IPRM and Chairs. Next steps are for feedback to be sought from New Members on their experiences of Committee Meetings to ensure that they are receiving the required support to participate fully in these meetings. Autumn engagement around Member-Officer Relationship will be a route for continuous improvement and learning.	Complete	complete

Theme 2- Corporate Oversight

Theme 2- Corporate Oversight															July Update Due	
Static data				Owners				Dates		Focus	Progress against plan		Evidence of status rating		Progress against plan	Evidence of status rating
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)	
ERP	CO.A1.0	Implement Oracle Fusion	Oracle Fusion Implemented Discovery phase complete Modelling phase complete	(New) O15 We will deliver the Oracle transformation programme	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	Jun-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Modelling phase complete for Finance and Procurement. Extended until mid-July for HR and Payroll. Amended Project Plan being considered by Programme Board to use contingency and ensure April 2024 Go Live is still achievable.	Medium Progress- actual/ projected slippage of 1-2 months	CRP3 completed for SCM and Finance. Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024.	
ERP	CO.A1.10	Go live			Director-Finance	Deputy Leader		PMO Lead	Apr-24	Apr-24	N/A	On Track- little or no slippage	As above - some slippage in HR and Payroll but April Go Live still achievable	On Track- little or no slippage	Go Live still planned for April 2024.	
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	due August		due August	
Improvement Planning, Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	6 monthly report to SoS	(New) O17 We will complete a review of strategic capacity at Senior Leadership level to support successful delivery of the Corporate Plan and long term planning.	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	Quarterly reports made to Cabinet, Scrutiny and Audit in June. Council approved report to SoS and report. Next monthly report due to IPRM 13/07. R120/06/23	On Track- little or no slippage	Quarterly reports made to Cabinet, Scrutiny and Audit in June. Council approved report to SoS. Monthly report (June return) to IPRM made 13/07 and due to Leader's Meeting 26/07. July return being prepared. Due to be reported to IPRM 03/08, Leader's Meeting 09/08 and to Cabinet, Scrutiny and Audit in September.	
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	June report submitted. Next report due December. R120/06/23	On Track- little or no slippage	June report submitted. Next report due December. R120/06/23	
Improvement Planning, Monitoring and Learning	CO.B1.6	Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team		(New) O22 We will develop and embed excellent people management practices, by effectively leading, supporting and innovating our workforce.	Chief Executive	Deputy Leader			Jan-23	Jan July each year	Focus 2	On Track- little or no slippage	Included in monitoring return for June and on IPRM agenda 13/07/23 Preparations underway for Autumn 2023 EES.	Complete	Compiled for IPRM on 13/07/23 and key messages are being included in comms for all staff event on 19/07/23. Final sign off on questions for Autumn 2023 survey due in July.	
Improvement Planning, Monitoring and Learning	CO.B1.7	New action to be added: Conduct Employee Engagement Survey for 2023 and consider actions required in response to the findings		(New) O22 We will develop and embed excellent people management practices, by effectively leading, supporting and innovating our workforce.	Chief Executive	Deputy Leader		AD - HR Strategic Lead - Service Improvement	Jul-23	early 2024	Focus 2	New Action Added	new action added	New Action Added	Preparations underway for EES to be launched in Autumn 2023. Leadership Team sign off on questions due in July.	
Improvement Planning, Monitoring and Learning	CO.B2.0	Single Improvement Plan Phase 2 and Phase 3	SIP phase 2 approved	(New) O17 We will complete a review of strategic capacity at Senior Leadership level to support successful delivery of the Corporate Plan and long term planning.	Leadership team	Leader of the Council			Dec-22	Jun-23	Focus 2	N/A	N/A	N/A	N/A	
Improvement Planning, Monitoring and Learning	CO.B2.2	Approval of Improvement Plan Phase 3			Leadership team	Leader of the Council		Strategic Lead: Service Improvement	Mar-23	Jun-23	N/A	Complete	Reported to Cabinet in June 2023.	Complete	complete	
Improvement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement	CI framework developed LL framework developed SEND 2 LL actions embedded in business plans	O17 We will hold ourselves to account for the delivery of the improvement plan and continuously improve	Chief Executive	Leader of the Council			Autumn 2022	Oct-23	Focus 2	N/A	N/A	N/A	N/A	
Improvement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement framework			Chief Executive	Leader of the Council			Autumn 2022	Oct-23	N/A	On Track- little or no slippage	Framework will utilise transformation principles. Being planned for October.	On Track- little or no slippage	Framework will utilise transformation principles. Being planned for October.	
Improvement Planning, Monitoring and Learning	CO.B3.2	Develop a lessons learnt framework			Chief executive	Leader of the Council			23-Jan	Oct-23	N/A	On Track- little or no slippage	Lessons Template and Guidance being prepared	On Track- little or no slippage	Lessons Template and Guidance being prepared	

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Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Improvement Planning, Monitoring and Learning	CO.B3.3	Ensure SEND 2 lessons learnt applied			Leadership Team	Leader of the Council			23-Jan	June	N/A	Complete	SEND2 transport Lessons Learnt shared with WLT 08/06/23. Actions embedded in plans for SEND3. Tools falling out of this capture will be used across the organisation to support wider procurement activity. Included in business plans.	Complete	complete
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Q4 report Performance Management Framework	New O16- We will embed a performance culture	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	Preparations on track for Q4 report to Cabinet in July. SI Team preparing new template for Q1 reporting. KW 27/06	On Track- little or no slippage	Q4 went to Cabinet in July. Q1 report now being drafted which will go to Leadership Team in September and Cabinet in October.
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	On Track- little or no slippage	There are significant capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, Pis are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). As updated in April, the existing set of organisational health metrics have been prepared for year end reporting within the PMF which will go to Leadership Team in May and Cabinet in July. KW 27/06/23	On Track- little or no slippage	There remain capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, Pis are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). The existing set of organisational health metrics were included in the Q4 report that went to Cabinet in July.
Performance Management	CO.C1.5	Review Corporate KPIs for customer experience to reflect customer experience programme			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Apr-23	N/A	On Track- little or no slippage	The Customer experience measures have been reviewed and went to Cabinet on June 7 as part of the Corporate Plan refresh. The Customer Service Standards were agreed at Leadership Team on the 23 May. Performance against the Customer Service Standards will be included in the Corporate Performance Reports, starting in Q1. KW 27/06/2023	Complete	No change for August, we are now putting together the Q1 report.
Performance Management	CO.C1.6	Review PMF and put in place plans to address data gaps			Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	Mar 23	Jun-23	N/A	On Track- little or no slippage	The Corporate Plan which includes revised Pis has been to Cabinet on 7 June. The new measures will be included in the Q1 Corporate Performance Report. KW 27/06	Complete	No change- we are putting together the Q1 reports
Performance Management	CO.C1.7	Q4 SCT Contract Report to include overview of ITS (invest to save) activity.			Director - Children & Education	Deputy Leader		Strategic Lead: Service Improvement	June-23	Jun-23	N/A	Complete	Complete - Q4 report submitted to PMO.	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	On Track- little or no slippage	The start date for the G grade has been confirmed as the 4 September. Recruitment for the F grade to begin later in the summer. KW 27/06	On Track- little or no slippage	as June update
Performance Management	CO.C1.9	Consider integrating revenue, Capital and Performance reporting			Director-Finance	Deputy Leader		Strategic Lead: Service Improvement	July 23	Mar-24	N/A	Not due to start	due July23	Significant issues / actual/projected slippage more than 2 months	This will be fully reviewed once Oracle Fusion is in place and we can fully understand the reporting capabilities of the systems. Change of timescales proposed to commence work in March 24 aligned to Oracle implementation.
Performance Management	CO.C2.0	Budget Monitoring	n/a AA	New O11- We will set a sustainable and balanced budget each year	Director- Finance	Deputy Leader			Mar-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Performance Management	CO.C2.4	Assurance action: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny			Director-Finance	Deputy Leader			Ongoing action- March, June, Sep, Dec	Quarterly monitoring to ensure approach embedded	N/A	Assurance Action	Financial Outturn report made to Cabinet and Scrutiny in June.	Assurance Action	due sept
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	
Performance Management	CO.C2.6	Embed financial benchmarking in budget planning			Director-Finance	Deputy Leader			Apr-23	Jan-24	N/A	On Track- little or no slippage	Benchmarking used in budget planning to date	On Track- little or no slippage	Benchmarking used in budget planning to date
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

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Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	All Directorate-level restructuring completed		Chief Executive	Deputy Leader		Head of HR	TBC	TBC	N/A	Action on Hold		Action on Hold	ACE appointed and due to commence in September 2023. Next steps and timeline for Directorate Level Restructuring to be confirmed.
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	Action on Hold		On Track- little or no slippage	Work is underway. Initial report due to Leadership Team in August. Timeline and next steps to be confirmed.
Organisational Structure and Enabling Corporate Core	CO.D2.0	Embedding Finance Business Partner role		New O13- We will embed the finance business role	Director- Finance	Deputy Leader			Jan-22	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	Finance Improvement Manager		Jul-23	N/A	On Track- little or no slippage	Skills gap analysis completed and training programme being finalised		
Organisational Structure and Enabling Corporate Core	CO.D2.5	Assurance Action: Performance against KPIs for financial services section			Director-Finance	Deputy Leader	Finance Improvement Manager	Finance Improvement Manager	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		New O18- We will establish a corporate transformation programme and programme management office	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	Business Case for Transactional Finance Team approved		Director-Finance	Deputy Leader			Jun-23	TBC	N/A				
Organisational Structure and Enabling Corporate Core	CO.D3.4	Programme of end to end process reviews			Director-Finance	Deputy Leader			May-22	May-23	N/A	On Track- little or no slippage	Complete for Finance. Will want to consider adopting similar practice in other services.		
Organisational Structure and Enabling Corporate Core	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges			Director-Finance	Deputy Leader			Oct-22	Apr-24	N/A	On Track- little or no slippage	As May update		
Organisational Structure and Enabling Corporate Core	CO.D3.7	Develop Business case for Transactional Finance Unit			Director-Finance	Deputy Leader				TBC	N/A	On Track- little or no slippage	Suggest adding milestones from implementation plan - SH to discuss with Kae/Rebecca	On Track- little or no slippage	This has been progressed and links with the business support review
Organisational Structure and Enabling Corporate Core	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.	AA n/a	New O11- We will set a sustainable and balanced budget	Director- Finance	Deputy Leader			Jan-22	AA- ongoing	Focus 1	N/A	N/A	N/A	N/A
Organisational Structure and Enabling Corporate Core	CO.D4.4	Assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	sign off of 2020/21 accounts		Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Assurance Action	As May update-Grant Thornton have final adjustments in relation to revaluation error. Awaiting feedback.	Assurance Action	As May update- Grant Thornton have final adjustments in relation to revaluation error. Awaiting feedback.
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)	sign off of 2021/22 accounts		Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Assurance Action	As May update-Agreed with Grant Thornton that audit dates for 2021/22 will be moved to October to allow more internal quality assurance process before external audit takes place.	Assurance Action	As May update-Agreed with Grant Thornton that audit dates for 2021/22 will be moved to October to allow more internal quality assurance process before external audit takes place.

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Corporate Transformation	CO.E1.0	Corporate Transformation programme		New O18- We will develop a corporate transformation programme and a corporate programme management office and approach	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	Transformation PMO in place Corporate PMO in place		Director-Finance	Deputy Leader		AD-Transformation	Sep-23		N/A	On Track- little or no slippage	Final PMO report to LT on 11th July.	On Track- little or no slippage	Reported to leadership team 11 July, governance arrangements approved now moving to implementation.
Corporate Transformation	CO.E1.4	Programme and Project Management System Implementation	Verto system implemented		Director-Finance	Deputy Leader		AD-Transformation	Jul-23		N/A				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. PMO Comment: Change control to be proposed for a change to timescale following LT discussion 08.08.23
Corporate Transformation	CO.E1.5	Corporate Transformation Board operational -ToR finalised -Membership confirmed -Board dates in place	Corporate Transformation Board operational		Director-Finance				23-Jan	Jun-23	N/A	On Track- little or no slippage	CTB TOR revised and meeting scheduled for 5th July.	Complete	ToR have been finalised, board is in place and dates confirmed.
Customer Journey	CO.F5.0	Customer Journey Programme		New O8 We will deliver the customer journey programme	Director – Regeneration & Growth	Deputy Leader		Transformation Programme Manager	22-Sep	TBC	Focus 1	N/A	On track with the customer journey plan.	N/A	
Customer Journey	CO.F5.4	Ward and Casework Management - Member Engagement held			Director – Regeneration & Growth			Strategic Lead - Customer	TBC	TBC	N/A	On Track- little or no slippage	Presentation has been taken to 4 Town Meetings so far with good Member attendance at all, data being collected and follow up meetings will be held once all meetings have been attended. Follow up meetings will identify all issues raised and solutions and actions to address concerns.	On Track- little or no slippage	All 6 Town Meetings attended. 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.
Customer Journey	CO.F5.5	Ward and Casework Management - Action plan in place Plan for Responsiveness re: Ward & Casework Management 2023/24.			Director – Regeneration & Growth			Strategic Lead - Customer	TBC	TBC	N/A	On Track- little or no slippage	See above, 4 of 6 sessions have been held. Leadership Team are also continuing to receive a weekly report on open member cases.	On Track- little or no slippage	LT 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.

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Strategic Planning framework	CO.G1.0	Strategic Planning framework	Refreshed Vision 2030 Refreshed Directorate Business Plans Refreshed appraisal process	New O16- We will embed a performance culture	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	State of Borough report Sept 23, Strategic Partnership eng		Chief Executive			Strategic Lead - Service Improvement		early 2024	N/A	On Track- little or no slippage	Joint Strategic Chairs Board agreed the refresh process and to prioritise partnership discussions on the State of the Borough report. State of Borough report on track for September, draft end of July	On Track- little or no slippage	State of the Borough data on track to be drafted by end of July
Strategic Planning framework	CO.G1.2	Finalise directorate business plans 2023-2026			Chief Executive			Strategic Lead - Service Improvement		Jun-23	N/A	Complete	Finalised in line with Cabinet's approval of Corporate Plan refresh in June 2023 (RJ 03/07/23)	Complete	complete
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	2022-23 appraisal season underway. Planning commenced for new appraisal arrangements from 2024 onwards	On Track- little or no slippage	2022-23 appraisal season conducted. Planning commenced for new appraisal arrangements from 2024 onwards
Strategic Planning framework	CO.G1.4	Pilot an approach to service planning			Chief Executive			Strategic Lead - Service Improvement		TBC	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Resource remained aligned to CP Refresh and realignment of Directorate BP's.	On Track- little or no slippage	commenced refresh of business planning framework for 24/25, seeking to incorporate key strategic themes within template eg. workforce, ICT, procurement, assets, EDI to fully embed changes and key agendas in service planning. Ready for launch in Autumn 23

Theme 3 -Strategic Direction

Static data													July Update Due			
Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)	
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Strategic delivery partner in place	E10- We will develop an overarching Regeneration Strategy supported by an approved Pipeline of Regeneration Projects to support economic recovery from Covid19.	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Focus 2	N/A	N/A	N/A	N/A	
Strategy development and refresh	SD.A1.2b	Assurance Action- Pipeline projects updated to IPRM on a 6-monthly basis			Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			22-Dec	6 monthly update	N/A	Assurance Action	Pipeline is broadly on track but has been impacted in some areas by construction cost inflation which is making certain schemes not viable to take forward. 6 monthly report due for July cabinet.	Assurance Action	6 monthly update completed in June - check for closure at CC	
Strategy development and refresh	SD.A1.3	Regeneration Pipeline: Agreement to procure a strategic delivery partner			Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Mar-22	Jul-23	N/A	OnTrack- little or no slippage	Process of signing the initial access agreement. We are pulling the internal working group together. Presentation is due to Leadership Team the 23rd May and will go to Cabinet in July 23. Cabinet members have been briefed and report due to be published tomorrow	Complete	Went to Cabinet in July and secured approval to enter in to procurement. Report will return to Cabinet once procurement has been successful.	
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Approval of Communications and Corporate Affairs Strategy	(New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders	Chief Executive	Leader of the Council		Strategic Lead-Communications	Autumn 2021	Ongoing	Focus 2	OnTrack- little or no slippage		On Track- little or no slippage	First in person all staff briefing held at SAC on 19th July that set out the vision and next steps for the council.	
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Corporate Procurement Strategy Approved	E2 - We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers.	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-23	Focus 2	N/A		N/A		
Strategy development and refresh	SD.A4.4	Action Plan to address gap analysis in strategy to be completed			Director- Finance	Deputy Leader		Interim Head of Procurement	Apr-23	Jul-23	N/A	OnTrack- little or no slippage	As May update - action plan drafted for approval	On Track- little or no slippage	reporting on local spend is being built into the fusion project in a different way. We will start collating supplier data on whether they deliver the goods and services out of a a/SBBC postcode b/West midlands combined authority postcode This way we can reflect a more educated view on money passing into smbc authority area but also recognised that due to the high manufacturing density of smbc that our opportunities may be reduced for local spend v our needs. Many residents may be working in WMCA areas and therefore value is still being added by widening the post code area reporting but with an ability to separate out. In the meantime the message for local spend has been communicated widely via CPR's, Leadership team, Wider	
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Commercial Strategy Approved	O19 - We will develop our commercial approach including our approach to contract management and monitoring and deliver our first commercial business streams.	Director- Finance	Deputy Leader			Autumn 2021	Ocr 23	Focus 2	N/a		N/a		
Strategy development and refresh	SD.A5.3	Complete Full Business Cases for identified Business Streams 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	Highlight reports for each workstream shows slippage against action plans. Escalated at LT/CTB	Medium Progress- actual/ projected slippage of 1-2 months	Highlight reports/ project scopes due to be presented at LT 01.08.23	

Static data			Owners					Dates		Focus	Progress against plan	Evidence of status rating	July Update Due		
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Strategy development and refresh	SD.A5.4	Recruit Commercial Project Officer			Director- Finance					Jun-23	N/A	Medium Progress- actual/projected slippage of 1-2 months	Recruitment unsuccessful - considering other options.	Medium Progress- actual/projected slippage of 1-2 months	Post re-advertised via HAYS WC 31.07.23
Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	HRA 30 year Business Plan approved	H17- We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and regularly reviewing compliance. We will support people in the private rented sector to ensure their landlords comply with safety standards too. H15- We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities.	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Jun-23	Focus 2				
Strategy development and refresh	SD.A6.4	Procurement of stock condition surveys	Tendering process complete and contract awarded		Director- Housing	Cabinet Member for Housing				Jun-23	N/A	Significant issues / actual/projected slippage- more than 2 months	Tender bids now received through framework and being evaluated. Contract award due to be made on 1st August 2023. Number of surveys has been reduced to 5,000 due to competition for surveyors in the market. Will be completed over 12 mths.	Significant issues / actual/projected slippage- more than 2 months	Contract award has been signed off and contractor will start surveying properties from 1st September 2023.
Strategy development and refresh	SD.A6.5	New action: Stock Condition Surveys Undertaken to inform HRA business plan			Director- Housing	Cabinet Member for Housing			Sep-23	Sep-24				New Action Added	New action added
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy		B11 -We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives. B15- We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.	Director- Children & Education	Cabinet Member for Children and Education			Autumn 2021	ongoing	Focus 2				
Strategy development and refresh	SD.A7.2	Early Help Strategy to be reviewed annually at the early help partnership board			Director- Children & Education	Cabinet Member for Children and Education			Apr-23	Annually	N/A	Assurance Action	Due April 24	Assurance Action	Due April 24
Strategy development and refresh	SD.A8.0	Refresh Corporate Parenting Strategy		B14- We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our 'family', and promoting fostering and adoption.	Director- Children & Education	Cabinet Member for Children and Education			Jan-22	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 September 23	Assurance Action	Due September 23
Equality, Diversity and Inclusion	SD.B1.0	Equality, Diversity and Inclusion	Appointment of Consultant for Data Analysis Appointment of Consultant for Strategy Development	(New) O3 - We will progress and drive our equality performance through the Equality Framework for Local Government and utilise Council resources to support our equalities needs.	Director- Law & Governance	Leader of the Council			Autumn 2021	Ongoing	Focus 2	N/A		N/A	

Static data			Owners					Dates		Focus	Progress against plan	Evidence of status rating	July Update Due		
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Equality, Diversity and Inclusion	SD.B1.13	Refresh Equalities Commission Board Renew terms of reference			Director- Law & Governance	Leader of the Council		Manager, Equality, Diversity and Inclusion Team	Feb-23	Jun-23	N/A	Complete	Cabinet approval to new ToR for Equalities Commission Board 21/06/23	Complete	complete
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	Data consultant has commenced. Audit and assessment stage has commenced and is due to be completed in Jul. The baseline data and feedback will be shared with Leadership Team and Cabinet. Following this stage, strategy development stage will commence. On track for strategy approval in July 2024.	On Track- little or no slippage	Report scheduled at Leadership Team 8 August on findings of the audit and assessment stage. Following this stage, a more detailed assessment will commence. On track for strategy approval in July 2024. No issues to report
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	Approval of Medium-Term Financial Plan and Capital Strategy	O12 - We will update the Medium Term Financial Strategy at least annually	Director- Finance	Deputy Leader			Jan-22	Ongoing	Focus 1	N/A	N/A	N/A	N/A
MTFP & Capital Strategy	SD.D1.2	Approval of MTFP and Capital Strategy			Director- Finance	Deputy Leader				Nov-22	N/A	closed	closed	closed	closed
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 2023	Assurance Action	Due October 2023
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Regular Residents' Survey in Place	(New) O5 - We will ensure we are effectively communicating and engaging with our residents, internal workforce and external stakeholders (New) O16 - We will embed a performance culture.	Chief Executive	Leader of the Council			Autumn 2022		Focus 2	N/A	N/A	N/A	N/A
Consultation and Engagement	SD.E2.6	Procurement of Consultant to deliver regular residents' survey, budget consultation and Citizens' Space			Chief Executive	Leader of the Council		Strategic Lead - Service Improvement			N/A	Complete	Complete	Complete	Complete
Consultation and Engagement	SD.E2.7	Consultation and Engagement Framework produced			Chief Executive	Leader of the Council		Strategic Lead - Service Improvement			N/A	On Track- little or no slippage	Training continues to be rolled out, a number of surveys are live on the site with activity increasing month on month. Consultation and Engagement Principles and Standards agreed by Leadership Team 13/6, now being rolled out across the Council.	Complete	Continuing to roll out the framework and develop a schedule of planned consultation and engagement activity to embed this within normal practice, working group continues to be engaged.
Customer Journey	SD.F1.0	Customer Journey Strategy	Customer Journey Strategy Approved	O8 - We will deliver the customer journey programme and improve customer experience across all of our channels	Director- Regeneration & Growth	Deputy Leader	Director Business Strat.	Strategic Lead - Customer	Oct-22	Oct-23	Focus 2	Medium Progress- actual/projected slippage of 1-2 months	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.	Significant issues / actual/projected slippage more than 2 months	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.

Theme 4 - Decision Making

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Role and Function of Scrutiny and Audit	DM.C3.0	Manage position on historic issues through work with ARAC chair	Leader to confirm Executive's position on any further review relating to the Wragge and Cox reports		Director - Law & Governance	Deputy Leader			Dec-21	Ongoing	Focus 2	Complete	Received by ARAC 05/06/23 and matter concluded.	Complete	complete
Role and Function of Scrutiny and Audit	DM.C3.1	New assurance action: Watching brief to ensure that historic matters do not re-surface			Director - Law & Governance	Deputy Leader			Quarterly	Sep Dec Mar June		New Action Added	New assurance action	Assurance Action	No issues to report. Minutes of ARAC will be reported to Council in July.

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
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	N/A	Assurance Action	Quarterly performance reports continue to be reported through PMF	Assurance Action	Quarterly performance reports continue to be reported through PMF
Waste Contract	PC.A1.4	Assurance Action- Annual report on leisure and waste contracts going through to cabinet member	Director - Borough Economy	Cabinet Member for Environment Services			Nov-22	annually	N/A	Assurance Action	Next annual reports due by Nov 23	Assurance Action	Due November 23
Waste Contract	PC.A1.5	Assurance Action- The large contracts in BE for waste/street cleansing, and both leisure providers will be added to the Intend contract management module.	Director - Borough Economy	Cabinet Member for Environment Services				monthly	N/A	On Track- little or no slippage	Steady progress continues with the upload of the waste contract	On Track- little or no slippage	Additional enhancement works commissioned from Intend.
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	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)
Waste Contract	PC.A2.5	Delivery of recommendations – as appropriate	Director - Borough Economy	Cabinet Member for Environment Services			Apr-23	Mar-24	N/A	On Track- little or no slippage	Leadership reporting in place	On Track- little or no slippage	Waste Review reported to Leadership Team. Proposed to progress "Shared Improvement Plan" with Serco. May now include "lessons learned" exercise post June's industrial action.
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.A4.2	Recovery plan implemented	Director - Borough Economy	Cabinet Member for Environment Services			22-Oct	ongoing delivery	N/A	Complete	This is now incorporated in the annual service delivery plan provided by Serco. Action complete.	Complete	complete
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	On Track- little or no slippage	Waste board completed in June - some delay to date due to local elections in May 2023	On Track- little or no slippage	Next Waste Board scheduled September 2023

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)			
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	Mid 2023	Focus 2	N/A	N/A	N/A	N/A			
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	Medium Progress-actual/ projected slippage of 1-2 months	Reported to Waste Board in June 2023 final order for 16 RCVs in place with build slots meaning that delivery will be	Medium Progress-actual/ projected slippage of 1-2 months	Next tranche of fleet replacement remains due end 2023.			
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	On Track- little or no slippage	Fleet discussions and meetings are guiding replacement programme effectively. Final RCV order placed, no further large orders anticipated until decision around alternative collection regimes is complete	On Track- little or no slippage	Formal Fleet Steering Group Meeting did not take place in June due to industrial action, but officers discussed fleet matters informally. No issues identified.			
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	Not due to start		Not due to start	not due to start			
SEND Transport	PC.B3.3	Commence Procurement	Director - Children and Education	Cabinet Member for Children and Education Dept Leader	Director - Law & Governance Director - Finance	Group Head - Education	Sep-23	Sep 23	N/A	Not due to start	need a new start date for change control	Not due to start	need a new start date for change control			
SEND Transport	PC.B3.4	Working with contract management consultant to introduce and embed robust contract management arrangements	Director- Finan	Dept Leader / Cabinet Member for Children and Education	Director - Children & Education		Jan-23	Ongoing	N/A	On Track- little or no slippage	TAS working with consultants to ensure new contract management arrangements align with the Framework specification & operational policies and procedures					

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)			
New System Procurement	PC.C1.0	Explore implementation of a corporate performance management system	Chief Executive	Deputy Leader			Jun-21		Focus 2	N/A	N/A	N/A	N/A			
New System Procurement	PC.C1.1	Options Appraisal	Chief Executive	Deputy Leader		Strategic Lead - Service Improvement		Aug-23	N/A	On Track- little or no slippage	Options appraisal is continuing, focusing on exploring current systems/tools, including Verito, Oracle Fusion and Power BI or the procurement of a new Performance Management System. Options appraisal including internal consultation and engagement to completed by August 2023, with recommendation to Leadership Team to follow.	Medium Progress-actual/ projected slippage of 1-2 months	Options appraisal will be delayed because a date for the demo of Oracle Fusion system will be the end of August.			
New System Procurement	PC.C1.2	Business Case and Implementation Plan Considered	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			
Leisure Contract	PC.E1.0	Governance arrangements to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre	Director - Borough Economy	Cabinet Member for Leisure and Tourism			Autumn 2021	May-23	Focus 2	N/A	N/A	N/A	N/A			

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)			
Leisure Contract	PC.E1.5	Arrangement in place for future delivery of leisure facilities	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Jul-23	N/A	On Track- little or no slippage	Agreements drafted to continue partnership with Sandwell Leisure Trust (inclusive of Sandwell Aquatics Centre) to 31.03.27.	Complete	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.			
Leisure Contract	PC.E1.6	Aquatic Centre Handover	Director - Borough Economy					Jul-23	N/A	On Track- little or no slippage	Handover to operator (Sandwell Leisure Trust) on schedule for 13 July, open to the public 24 July	Complete	Handover to SLT took place 13/07/23. Heads of Terms for lease agreed.			
Asset Management	PC.F1.0	Asset Management	Director – Regeneration & Growth				23-Jan		Focus 2							
Asset Management	PC.F1.1	Implementation of Phase 2 Tech Forge: Integration of Data in to the system	Director – Regeneration & Growth			Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager		May-23	N/A	Complete	Complete	Complete	Complete			
Asset Management	PC.F1.3	Implementation of Phase 2 Tech Forge: Configuration and organisation of data Implementation of supplementary modules.	Director – Regeneration & Growth			Assistant Director – Property, Strategic Assets and Land Transforming Local services- programme manager	23-May	Aug-23	N/A	On Track- little or no slippage	All on track for completion in Sept 23.	On Track- little or no slippage	All on track for completion in Sept 23.			

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)			
Asset Management	PC.F1.2	Corporate Asset Management Strategy delivery plan in place	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			23-Jan	ongoing	N/A	Complete	Covers 3 years- working towards targets with a working group set up. Leader and Cabinet have been briefed and it is an ongoing agenda item to leadership team and leaders meeting.	Complete	complete			

Theme 6-Partnerships & Relationships

Static data															July Update Due	
Workstream	Ref	Action	Milestones	We will statement (code & statement in full)	Owners				Dates		Focus Main Action Risk	Progress against plan		Evidence of status rating		
					Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date		Status (June 2023)	Update (Initial and Date)(June 2023)	Status (July 2023)	Update (Initial and Date)(July 2023)	
Sandwell Children's Trust	PR.A1.0	Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract	Review of SCT Contract concludes	B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A1.7	New KPIs reported through PMF			Director - Children and Education	Cabinet Member for Children and Education			Aug-23	Sep-23	N/A	Not due to start	due Sept 23	Not due to start	due Sept 23	
Sandwell Children's Trust	PR.A1.8	KPI's (along with accompanying tolerances) implemented in Q2			Director - Children and Education	Cabinet Member for Children and Education			Jul-23	Oct-23	N/A	On Track- little or no slippage	Due to start Sept 23	On Track- little or no slippage	Due to start Sept 23	
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	n/a assurance	B13 - We will work with Sandwell Children's Trust to improve the quality of children's social care.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A2.3	Assurance action: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.			Director - Children and Education	Cabinet Member for Children and Education			Jan	6 monthly Jan July	N/A	Assurance Action	July update	Assurance Action	Monthly schedule of meetings will recommence in Autumn Term, and include the Chair of SCT Board and CE of Trust, Lead Member and Director of Education and Childrens Services	
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	n/a assurance	B15-We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A3.3	Assurance action- Twice yearly performance reports tabled at Children and Education Scrutiny Board			Director - Children and Education	Cabinet Member for Children and Education			Apr-23	6 monthly	N/A	Assurance Action	Due October 23	Assurance Action	Due October 23	
Sandwell Children's Trust	PR.A3.4	New Assurance Action: 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	New Action Added	new action	New Action Added	new action	
Regional and Sub-Regional presence	PR.B1.0	Continue to develop the relationship with and actively participate in regional and sub-regional bodies (e.g. WM Combined Authority, Black Country LEP) to maximise opportunities for Sandwell	n/a assurance	A1 -We will work with the WMCA to ensure that our residents can access employment opportunities across the region, particularly by public transport. H18 Housing - CP Action	Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive		Jan-22		Focus 2	N/A	N/A	N/A	N/A	
c	PR.B1.6	Assurance Action: Update provided on a 6 monthly basis by Director of Regen and Growth to confirm representation at key meetings continues and brings benefit to the council. Key meetings for Members to attend at sub regional and regional level are: ABCA Leaders; WMCA Board; WMCA Economic Growth Board; WMCA Housing and Land Board.			Director-Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth			Mar-23	6 monthly update	N/A	Assurance Action	Due July 23	Assurance Action	Engagement at key meetings continues to bring benefits to Sandwell these include: The Devolution deal due at Cabinet in Sept 23, includes the levelling up zone, retention of business rates and funding for housing. We also continue to engage with the Commonwealth Games underspend, having	
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'	- Transitions Project Commences - Transitions Project incorporated within Corporate Transformation Programme	(New) L17 We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support.	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health				Focus 2	N/A	N/A	N/A	N/A	
Effective Local Structures	PR.C1.1	Initiation of Project to review and remodel the pathway between children's and adults' services (preparing for adulthood project)			Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health			May-23	N/A	On Track- little or no slippage	Project Manager post is due to be advertised shortly- the 'as is' modelling has been completed and further work in underway to look at opportunities to improve our internal processes as these need to be changed and strengthened in the first instance. The work completed thus far will be presented to Leadership in July/August. We have also agreed an apprentice to assist with the project.	Medium Progress- actual/ projected slippage of 1-2 months	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. Being supported by Corporate Transformation Office.	
Effective Local Structures	PR.C1.2 b	To broaden scope of partnership structures to explore the integration of adult services where appropriate			Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health			Feb-23	TBC	N/A	Complete	Action no longer needed in IP since formation of 5 boards strategic group which includes children and adult governance structures MWJ 23.6.23	Complete	Complete	
Effective Local Structures	PR.C1.5	Assurance action: link to PC.C1.4 Receive a quarterly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership.			Director - Public Health		Director - Adult Social Care		Quarterly	Jan 23 Apr 23 July 23 Oct 23	N/A	Assurance Action	Due July 23	Assurance Action		

Static data			Owners						Dates		Focus	Progress against plan	Evidence of status rating	July Update Due	
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VCS Relationships	PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	VCS Strategy approved	C1 We will ensure our grant funding of community/voluntary sector activity supports the priorities we're outlining in this plan.	Leadership Team	Cabinet Member for Communities			Mar-22	Jul-23	Focus 2	N/A	N/A	N/A	N/A
VCS Relationships	PR.D1.3	Consultation on VCS Draft Strategy			Leadership Team			Director - Housing	Jan-23	TBC	N/A	Action on Hold	A more fundamental look at the relationship with the VCS is being taken. An annual report is being prepared that will focus on investment and impact. A Cabinet session is planned for June/July with the strategy due for approval in Autumn.	Action on Hold	Report to Cabinet in the Autumn with next steps on developing the strategy
VCS Relationships	PR.D1.4	Approval of VCS Strategy			Leadership Team			Director - Housing	23-Apr	Autumn 23		Not due to start	Not due to start	Not due to start	Not due to start