



# IMPROVEMENT PLAN

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

Theme 1 - Organisational Culture

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Evidence of status rating (October 2023)
Establishing Organisational Culture	OC.A2.0	Create the right environment for that organisational culture to thrive	Chief Executive	Deputy Leader					Focus 1	N/A	N/A	N/A	N/A
Establishing Organisational Culture	OC.A2.1	Workforce Strategy approved	Chief Executive	Deputy Leader		Head of HR	Dec-22	Sep-23	N/A	On Track- little or no slippage	Workforce Strategy themes and priority documents on track for Leadership Team 17.10.23. DS	Medium Progress- actual/ projected slippage of 1-2 months	People Strategy has been presented to Leadership Team on 17.10.23. Discussions and steer to amend and add some additional points. Also need to incorporate Organisational narrative
Establishing Organisational Culture	OC.A2.3	Project Plan for launch of One Team Framework and alignment to people management practices - Launch and share events with people managers (June & July 2023) - Alignment of One Team framework values and behaviours in people practices and L&D offer .	Chief Executive	Deputy Leader		Head of HR	Mar-23	Jul-23	N/A	On Track- little or no slippage	Update or programme containing all workstreams was presented to Leadership Team 7.9.23. DS	On Track- little or no slippage	Projects to embed continue to progress as per plan presented in September (DS.11.10.23)
Establishing Organisational Culture	OC.A2.4	Employee performance review and objective setting, linked to Corporate Plan and Directorate Plans (Appraisal) a) confirm approach for 2023 b) determine fully refreshed approach for 2024 onwards	Chief Executive	Deputy Leader		Head of HR	Mar-23	Mar-24	N/A	On Track- little or no slippage	Entering phase on consultation for the new approach to Appraisals with key stakeholders. Potential dependency/risk around TU consultation. Also dependency on Oracle Fusion module role out and whether the performance module	On Track- little or no slippage	Proposal of a new approach presented to Trade Unions to commence information and consultation. Further meeting planned next month with TUs to continue dialogue. Change management support and training being developed. Risk to technical/process
Officer Learning and Development	OC.B2.0	Develop a clear programme of management development	Chief Executive	Deputy Leader	Director- Law & Governance				Focus 2	N/A	N/a	N/A	N/a
Officer Learning and Development	OC.B2.5	Senior Leadership Development Programme Scope, Content and Budget Agreed	Chief Executive	Deputy Leader		Head of HR HR Team Manager L&D/OD		TBC	N/A				Further discussions around scope and desired outcomes required with SL/IM and to align to Leadership restructuring plans. Research into potential providers and good practice from other councils has been explored (DS. 17.10.23)
Officer and Member Relationship	OC.C4.0	Assurance Activity to sustain positive Officer and Member Relationship	Director - Law & Governance	Leader of the Council			Jan-23		Focus 2	N/A		N/A	
Officer and Member Relationship	OC.C4.1	Identify mechanisms for ongoing insight and assurance around the Officer and Member Relationship	Director - Law & Governance	Leader of the Council			Jan-23	Dec-23	N/A	On Track- little or no slippage	Due to launch face to face sessions with a random sample of Members in October underpinned by a survey open to all Members. Questions for Officers embedded in EES. Following this insight gathering consideration will be given to ongoing insight mechanism.	On Track- little or no slippage	Emails have been sent to members to offer face to face interviews and a survey link. Questions for Officers embedded in EES. Following this insight gathering consideration will be given to ongoing insight mechanism.
Officer and Member Relationship	OC.C4.2	Compile insight into the Member-Officer Relationship in preparation for Autumn sessions with LGA around the Member-Officer Relationship	Director - Law & Governance	Leader of the Council			Jul-23	Nov-23	N/A	On Track- little or no slippage	Sessions with LGA will be confirmed following the insight gathering on EES and Member face to face sessions. Expected end November.	On Track- little or no slippage	Sessions with LGA will be confirmed following the insight gathering on EES and Member face to face sessions. Expected end November. Democratic services are compiling feedback from member training sessions to analyse.
Member Learning and Development	OC.D3.0	Continue forward plan for all Member briefings based on themes of work / areas for development	Director - Law & Governance	Leader of the Council					Focus 2	N/A	N/A	N/A	N/A
Member Learning and Development	OC.D3.2	Leadership Team Review of All Member Briefings to ensure they are meeting needs	Director - Law & Governance	Leader of the Council			Mar-22	Jun-23	N/A	Complete	Forward plan of all Member briefings is in place for next 3 sessions. Agendas are routinely discussed by Leadership Team. ST to confirm the forward plan	Complete	complete
Member Learning and Development	OC.D5.0	Member development programme	Director - Law & Governance						Focus 2	N/A	N/A	N/A	N/A

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												Status (October 2023)	Update (Initial and Date) (October 2023)
Member Learning and Development	OC.D5.2	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	Aug-23	N/A	Medium Progress- actual/ projected slippage of 1-2 months	New Member survey conducted. 1 return. Members have been completing analysis after each training session. Further analysis of these training evaluation forms will be undertaken and this, along with findings from face to face Member sessions on the Member-Officer relationship and engagement with LGA will be used to inform the Autumn review of MDP and inform new Member induction for 2024-2025. MDP Review will commence in November. New action req'd around review of MDP and its completion in March.	Complete	New Member survey conducted. 1 return. Members have been completing analysis after each training session. Further analysis of these training evaluation forms will be undertaken and this, along with findings from face to face Member sessions on the Member-Officer relationship and engagement with LGA will be used to inform the Autumn review of MDP and inform new Member induction for 2024-2025. MDP Review will commence in November. New action req'd around review of MDP and its completion in March.
Member Learning and Development	OC.D5.3	New action: Review of MDP	Director - Law & Governance	Ethical Standards and Member Development Committee			Nov-23	TBC	N/A	New Action Added	New action october	New Action Added	New action october
Member Learning and Development	OC.D5.4	New action: Agreement of revised MDP	Director - Law & Governance	Ethical Standards and Member Development Committee				Mar-23	N/A	New Action Added	New action october	New Action Added	New action october
Internal Communications	OC.E2.0	Deliver the communications strategy to assist with more effective internal communications	Chief Executive	Leader of the Council			Feb-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A
Internal Communications	OC.E2.4	Formal Employee Recognition Scheme - approach and resources identified	Chief Executive	Leader of the Council		Strategic Lead- Service Improvement	Mar-23	Oct-23	N/A	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.	Medium Progress- actual/ projected slippage of 1-2 months	Development of Employee Recognition Scheme is being linked to values and behaviours roll out and exploring options for building recognition into future all staff briefing events. Timescale for development of proposal to be extended to allow for involvement of volunteer staff from the Launch & Share Task & Finish groups in the development. Further call for action at All Staff Briefing 26/10/23. Aiming for November for proposal for scheme.
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	Complete	Complete	Complete	Complete
Internal Communications	OC.E2.8	Protocol For working with MPs	Chief Executive	Leader of the Council					N/A	New Action Added	New action october	New Action Added	New action october
Embedding Constitutional Changes	OC.G1.0	Governance review training Phase 2	Director - Law & Governance	Leader of the Council			Jan-23	TBC	Focus 2	N/A		N/A	
Embedding Constitutional Changes	OC.G1.3	Governance Training and Development	Director - Law & Governance	Leader of the Council	Director-Finance		Jan-23	May-24	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Decision making training in place early October for key decision makers. Regarding broader scenario-based learning. Officers involved in pulling training across finance, procurement and governance have undergone significant changes of personnel. Next step is bring a new project team together to agree training detail and to diarise. Intention to deliver in November. Overall timeline is still achievable. Amber rating reflects need to bring project group together and progress the planning over September and October.	Medium Progress- actual/ projected slippage of 1-2 months	Regarding broader scenario-based learning. Officers involved in pulling training across finance, procurement and governance have undergone significant changes of personnel. Next step is bring a new project team together to agree training detail and to diarise. Intention to deliver before the end of the year in November/ December. Overall timeline is still achievable. Amber rating reflects need to bring project group together and progress the planning over September and October.
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	ST will update with date for delivery	On Track- little or no slippage	Scheduled to the end of Dec with CIPFA to carry out the Code of corporate governance training.

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Embedding Constitutional Changes	OC.G1.5	Delivery of Directorships and Trusteeships Training	Director - Law & Governance	Deputy Leader			Jan-23	Jul-23	N/A	Medium Progress- actual/ projected	Date confirmed 31st October. Offer to be extended to Officers with council appointments to boards etc. Amber rating reflects later than planned delivery of training.	Medium Progress- actual/ projected	Date confirmed 31st October. Offer to be extended to Officers with council appointments to boards etc. This training will be delivered annually. Amber rating reflects later than planned delivery of training.

Theme 2- Corporate Oversight

Static data													October Update Due	
Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating		Progress against plan	Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date) (September 2023)	Status (October 2023)	Update (Initial and Date) (October 2023)	
ERP	CO.A1.0	Implement Oracle Fusion	Director-Finance	Deputy Leader	Director-Business Strategy & Change Director- Law		Apr-22	Apr-24	Focus 2	N/A	N/A	N/A	N/A	
ERP	CO.A1.9	Completion of the modelling phase	Director-Finance	Deputy Leader		PMO lead	Feb-23	Sep-23	N/A	Complete	Programme Board on 21st Sep provided approval for: Gateway 2 Exit from Modelling Phase for HR & Payroll.	Complete	complete	
ERP	CO.A1.10	Go live	Director-Finance	Deputy Leader		PMO Lead	Apr-24	Apr-24	N/A	On Track- little or no slippage	Go Live still planned from April 2024.	On Track- little or no slippage	Finance and Procurement will go-live in April 2024. HR & Payroll will go-live in July 24.	
ERP	CO.A1.11	Programme benefits will be defined during the duration of the programme and agreed with the programme board -a process will be agreed for monitoring and reporting the benefits -benefit realisation will take place post go live.	Director-Finance	Deputy Leader		PMO lead	Feb-23	quarterly May Aug Nov Feb	N/A	On Track- little or no slippage	Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. Benefit profiles will be developed and baselined ahead of Go-Live.	On Track- little or no slippage	Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. Benefit profiles will be developed and baselined ahead of Go-Live. Working group established with HoS to progress financial benefits.	
ERP	CO.A1.12	New action: Completion of realisation phase/development stage					Sep-23		N/A	On Track- little or no slippage	Programme Board on 21st Sep provided approval for: Gateway 2 Exit from Modelling Phase for HR & Payroll. Gateway 3 Exit from Realisation Development Phase and entry to SIT for Finance, EPM and Procurement. The programme will continue in to work in a phased approach with SIT commencing on time on 25th September.	On Track- little or no slippage	Programme Board on 21st Sep provided approval for: Gateway 2 Exit from Modelling Phase for HR & Payroll. Gateway 3 Exit from Realisation Development Phase and entry to SIT for Finance, EPM and Procurement. The programme will continue in to work in a phased approach with SIT commencing on time on 25th September.	
Improvement Planning, Monitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	Leadership Team	Leader of the Council			Mar-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Improvement Planning, Monitoring and Learning	CO.B1.4	Ongoing Monitoring of Improvement Plan (Monthly Monitoring by Leadership Team, Quarterly Monitoring by Cabinet, ARAC regular review of IP and IP Risk Register, Scrutiny regular review of IP)	Leadership Team	Leader of the Council		Strategic Lead: Service Improvement	Ongoing	Monthly assurance	N/A	On Track- little or no slippage	Report due to Cabinet 6 Dec, Scrutiny 30 Nov, ARAC 30 Nov and Council 12 Dec.	On Track- little or no slippage	Report due to Cabinet 6 Dec, Scrutiny 30 Nov, ARAC 30 Nov and Council 12 Dec.	
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	Next report due in December 2023	On Track- little or no slippage	Next report due in December 2023	
Improvement Planning, Monitoring and Learning	CO.B1.6	Employee Engagement Survey Action Plan monitored and reviewed by Leadership Team	Chief Executive	Deputy Leader			Jan-23	Jan July each year	Focus 2	Complete	complete	Complete	complete	
Improvement Planning, Monitoring and Learning	CO.B1.7	Conduct Employee Engagement Survey for 2023 and consider actions required in response to the findings	Chief Executive	Deputy Leader		AD - HR Strategic Lead Service Improvement	Jul-23	early 2024	Focus 2	On Track- little or no slippage	Employee Engagement Survey being conducted currently; initial report to IPRM on 02/11/23	On Track- little or no slippage	Employee engagement survey closed at end September 2023, results being analysed. Session arranged with Directors and Wider Leadership Team in early November to receive corporate level results and consider actions required in response to the findings.	
Improvement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement	Chief Executive	Leader of the Council			Autumn 2022	Oct-23	Focus 2	N/A	N/A	N/A	N/A	

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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	Medium Progress- actual/ projected slippage of 1-2 months	Resource allocated to development of LUP leading to delay in overall continuous improvement framework. Service planning approach developed to build corporate agendas and improvement areas into business planning discussion - evidence bundle to include performance, resident feedback, internal audit and risk management to identify improvement activity at service level  Planning of improvement activity and assurance at corporate level for period of post-intervention in progress	Medium Progress- actual/ projected slippage of 1-2 months	Service planning approach developed to build corporate agendas and improvement areas into business planning discussion - evidence bundle to include performance, resident feedback, internal audit and risk management to identify improvement activity at service level. Business planning workshops scheduled for November and December 2023. Approach to be reviewed in early 2024 following completion of workshops and business plans; continuous improvement built into service planning and performance management framework				
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 learnt template and guidance prepared. Shared with business planning and performance management groups to disseminate.	On Track- little or no slippage	Further promotion required to encourage use of lessons learned template and guidance.				
Performance Management	CO.C1.0	Performance Management Framework (PMF)	Chief Executive	Deputy Leader			Sep-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A				
Performance Management	CO.C1.3	Quarterly Performance Reports made to Cabinet	Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	Ongoing action	Quarterly monitoring to ensure approach embedded	N/A	On Track- little or no slippage	Q1 report went to leaders meeting in september and will fo to Cabinet next month (october)	On Track- little or no slippage	Q1 Report went to Budget and Corporate Scrutiny Management Board in October and scheduled to go to Cabinet on the 18th October. Q2 report is being prepared and will go to Leadership Team on the 28th November.				
Performance Management	CO.C1.4	Review Corporate KPIs for organisational health to reflect workforce strategy	Chief Executive	Deputy Leader		Strategic Lead: Service Improvement	January 2023	Mar-24	N/A	Complete	Organisational Health KPIs have been reviewed and are now included in the quarterly reports.	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	Senior Lead Officer in place since February. G Grade post to start in September, F Grade post to be re-evaluated following some minor changes to the job spec, with the view to this going out later in the year.	On Track- little or no slippage	Senior Lead Officer in place since February. G Grade post to start in September, F Grade post to be re-evaluated following some minor changes to the job spec, with the view to this going out later in the year.				
Performance Management	CO.C1.9	Consider integrating revenue, Capital and Performance reporting	Director-Finance	Deputy Leader		Strategic Lead: Service Improvement	Mar-24	Aug-24	N/a	Not due to start	Not due to start	Not due to start	Not due to start				
Performance Management	CO.C2.0	Budget Monitoring	Director- Finance	Deputy Leader			Mar-22	Ongoing	Focus 2	N/A	N/A	N/A	N/A				
Performance Management	CO.C2.4	Assurance action: Quarterly Budget Monitoring Reports made to Leadership Team, Cabinet and Scrutiny	Director-Finance	Deputy Leader			Ongoing action- March, June, Sep, Dec	Quarterly monitoring to ensure approach embedded	N/A	Assurance Action	Q1 monitoring to Cabinet and Leadership team. Scrutiny due in a couple of weeks.	Assurance Action	due december 23				
Performance Management	CO.C2.5	Assurance action: Where budget pressures identified, assurance provided that action has/is being taken (monthly summary comment from S151 Officer / raise issues)	Director-Finance	Deputy Leader			Ongoing action	Monthly monitoring	N/A	Assurance Action	Budget pressures and mitigations are discussed at LT each month	Assurance Action					
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 up to date. Next round is starting now.						

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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								
Organisational Structure and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	Chief Executive	Deputy Leader		Head of HR	TBC	TBC	N/A	Action on Hold		Action on Hold	Senior Leadership Team structure presented to Full Council 24/10/23 for approval - WILL NEED UPDATE FOLLOWING THIS								
Organisational Structure and Enabling Corporate Core	CO.D1.2	Review of spans and layers across Council's managerial structures in line with LGA Guidance (likely to be incorporated within Target Operating Model Programme in due course)	Chief Executive	Deputy Leader		Head of HR	July 23	TBC	N/A	On Track- little or no slippage	C.Co work underway. Head of HR meeting C.Co lead 29.09.24. LT update to follow	On Track- little or no slippage	Report to Leadership Team scheduled for 14 November 2023 (KA)								
Organisational Structure and Enabling Corporate Core	CO.D2.0	Embedding Finance Business Partner role	Director- Finance	Deputy Leader			Jan-22	Jul-23	Focus 2	N/A	N/A	N/A	N/A								
Organisational Structure and Enabling Corporate Core	CO.D2.3	Workforce development plan implemented for financial services section	Director-Finance	Deputy Leader		Finance Improvement Manager		Jul-23	N/A	Complete	Complete	Complete	Complete								
Organisational Structure and Enabling Corporate Core	CO.D2.5	Assurance Action: Performance against KPIs for financial services section	Director-Finance	Deputy Leader		Finance Improvement Manager	Quarterly	Jun Sep Dec Mar	N/A	Assurance Action		Assurance Action	update missing from september								
Organisational Structure and Enabling Corporate Core	CO.D3.0	Reduction of financial transactional activity	Director-Finance	Deputy Leader			Jan-22		Focus 2	N/A	N/A	N/A	N/A								
Organisational Structure and Enabling Corporate Core	CO.D3.6	Implement recommended processes for a single view of debt	Director-Finance	Deputy Leader			Jun-23	Mar-24	N/A	On Track- little or no slippage	The Corporate Debt Policy has been completed and includes all types of debts the council collects. This will go to Cabinet in February for approval for 24/25. A process has been created and signed of for dealing with the council's top debtors (highest). In order to contact these residents and provide	On Track- little or no slippage	The Corporate Debt Policy has been completed and includes all types of debts the council collects. This will go to Cabinet in February for approval for 24/25. A process has been created and signed of for dealing with the council's top debtors (highest). In order to contact these residents and provide								
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	The project team is collaborating with Directorate nominees, who have provided details of core business support processes. The review of the processes is on target to commence in September for completion in accordance with project plan.	On Track- little or no slippage	C.co report due 4.11.23 re future model.								
Organisational Structure and Enabling Corporate Core	CO.D3.5	Implementation of Recommendations from CIPFa in relation to internal charges	Director-Finance	Deputy Leader			Oct-22	Apr-24	N/A	Complete	Complete	Complete	Complete								
Organisational Structure and Enabling Corporate Core	CO.D3.7	Develop Business case for Transactional Finance Unit	Director-Finance	Deputy Leader				TBC	N/A	On Track- little or no slippage	Work continues to develop the Transactional Finance Unit, the activity analysis has been issued to relevant staff and completed returns are being analysed. The project remains on target.	On Track- little or no slippage	C.co report due 4.11.23 re future model.								
Organisational Structure and Enabling Corporate Core	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.	Director- Finance	Deputy Leader			Jan-22	AA- ongoing	Focus 1	N/A	N/A	N/A	N/A								

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Organisational Structure and Enabling Corporate Core	CO.D4.4	Assurance Action: GT sign-off of 2020/21 Accounts (assurance that previous issues raised have been resolved)	Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Complete	complete	Complete	complete
Organisational Structure and Enabling Corporate Core	CO.D4.5	Assurance Action: Preparation of Draft Accounts for 2021/2022 (assurance that approach to completion and sign-off of final accounts is becoming embedded)	Director-Finance	Deputy Leader			Monthly monitoring	Monthly monitoring	N/A	Assurance Action	The 2021/22 accounts are in production at the moment. The organisation has closedown timetable processes that it adopts for each financial year and these are being completed having started after the 2020/21 accounts were	Assurance Action	as September 23- The 2021/22 accounts are in production at the moment. The organisation has closedown timetable processes that it adopts for each financial year and these are being completed having started after the
Corporate Transformation	CO.E1.0	Corporate Transformation programme	Director- Finance	Deputy Leader			Dec-21		Focus 1	N/A	N/A	N/A	N/A
Corporate Transformation	CO.E1.3	Corporate Transformation PMO established - Local Partnerships Review Concludes - Establishment of PMO	Director-Finance	Deputy Leader		AD-Transformation		Sep-23	N/A	On Track- little or no slippage	PMO framework currently being revised to reflect local assurance/governance arrangements. Review of current CTO structure / roles to align to PMO&CTO function moving forward	Medium Progress- actual/projected slippage of 1-2 months	On Track for completion Novemberr 23
Corporate Transformation	CO.E1.4	Programme and Project Management System Implementation	Director-Finance	Deputy Leader		AD-Transformation		TBC following 08/08/2023 meeting	N/A	On Track- little or no slippage	Format for testing currently being established and identification of end users to be involved.	On Track- little or no slippage	User acceptance testing complete, refinements underway. Verto launch date for CTO early November
Customer Journey	CO.F5.0	Customer Journey Programme	Director – Regeneration & Growth	Deputy Leader		Transformation Programme Manager	22-Sep	TBC	Focus 1	N/A		N/A	
Customer Journey	CO.F5.4	Ward and Casework Management - Member Engagement held	Director – Regeneration & Growth			Strategic Lead - Customer	TBC	TBC	N/A	On Track- little or no slippage	Strategic Improvement Manager will be feeding back initial solutions being worked on at the next Cabinet Member, Town & Vice Chair Meeting on the 2 October 2023.	On Track- little or no slippage	Meeting with Cabinet Member, Town & Vice Chairs on 2 October 2023, work to date shared on issues raised and further work planned. Agreed to attend all upcoming Town Meetings to provide feedback to all Members.

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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 update. LT are also continuing to receive weekly updates on Clr Portal cases.	On Track- little or no slippage	See above update. LT are also continuing to receive weekly updates on Clr Portal cases. Once all meetings have been attended, to attend future quarterly meetings to gain any further feedback as an on-going improvement mechanism. Also trialing new 'Member stall' event Pre Full Council as a further way to improve Officer/Member relationships and information sharing. New Ward Co-ordinators have commenced in post and will be working closely with Members to come up with Ward Plans & Priorities and ensure a live action plan is in place for all Wards.				
Strategic Planning framework	CO.G1.0	Strategic Planning framework	Chief Executive					2024	Focus 2	N/A	new action	N/A	new action				
Strategic Planning framework	CO.G1.1	Refresh of partnership wide vision 2030	Chief Executive			Strategic Lead - Service Improvement		early 2024	N/A	On Track- little or no slippage	Key messages shared with Cabinet and LT at their Away Day 19 September. To be shared with WLT on 28 September. On track for partnership event 30 November.	On Track- little or no slippage	Workshop with analysts from across the council being held on 25 October to examine State of Borough report in further detail - with view to planning content of partnership wide event on 30 November.				
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	Entering phase on consultation for the new approach to Appraisals with key stakeholders. Potential dependency/risk around TU consultation. Also dependency on Oracle Fusion module role out and whether the performance module actually goes live 1.4.24 . DS	On Track- little or no slippage	Proposal of a new approach presented to Trade Unions to commence information and consultation. Further meeting planned next month with TUs to continue dialogue. Change management support and training being developed. Risk to technical/process recording as Oracle Talent module may not be live until July 2024 (Ds. 11.10.23)				
Strategic Planning framework	CO.G1.4	Pilot an approach to service planning	Chief Executive			Strategic Lead - Service Improvement		TBC	N/A	On Track- little or no slippage		On Track- little or no slippage	Following LT direction to implement BP's at AD level three workshops are planned for Nov/Dec with the aim being to drive quality and consistency.				

Theme 3 -Strategic Direction

Static data												October Update Due		
Owners							Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)	
Strategy development and refresh	SD.A1.0	Regen Pipeline Development and Delivery	Director-Regeneration & Growth	Cabinet Member for Regeneration and Growth			Autumn 2021	Apr-27	Focus 2	Complete	complete -removed sept change contol	Complete	complete -removed sept change contol	
Strategy development and refresh	SD.A3.0	Communications and Corporate Affairs Strategy Development and Delivery	Chief Executive	Leader of the Council		Strategic Lead - Communications	Autumn 2021	Ongoing	Focus 2	On Track- little or no slippage	Narrative workshops with LGA held. Draft narrative engagement with staff representatives has commenced	On Track- little or no slippage	Engagement with staff on the corporate narrative will conclude this month. All staff briefing being held to update colleagues on the progress of the improvement plan and the next steps on how we become an outstanding council as we get ready for exiting intervention.	
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurement Strategy Manager	Autumn 2021	Jul-23	Focus 2		update required- new action required- when is procurement strategy to be signed off.-		update required- new action required- when is procurement strategy to be signed off.	
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	Complete	Complete	Complete	Complete	
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader			Autumn 2021	Ocr 23	Focus 2	N/a		N/a		

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)
Strategy development and refresh	SD.A5.3	Complete Full Business Cases for identified Business Steams in line with Commercial Project Plan approved by Leadership Team	Director- Finance					Oct-23	N/A	Significant issues / actual/projected slippage more than 2 months	Dedicated PM recruited to support leads and sponsors to develop business cases, monitor progress and produce highlight reports. Update on commercial workstreams to be presented at 09.10.23 CTB	On Track- little or no slippage	The 4 workstreams are at various stages. Education commercial services – BC in development, completion date end of October H&S – scoping underway Neutral vendor – Pre OBC activity due to commence Pest control – alternative options been considered. Updates to be presented at next CTB
Strategy development and refresh	SD.A5.4	Recruit Commercial Project Officer	Director- Finance					Sep-23	N/A	On Track- little or no slippage	Commercial PM recruited via Hays.. Introductory meetings with business leads in progress	Complete	Complete
Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Jun-23	Focus 2				
Strategy development and refresh	SD.A6.4	Procurement of stock condition surveys	Director- Housing	Cabinet Member for Housing				Sep-23	N/A	Complete	contract has commenced for the first tranche of stock condition surveys	Complete	complete
Strategy development and refresh	SD.A6.5	Stock Condition Surveys Undertaken to inform HRA business plan	Director- Housing	Cabinet Member for Housing			Sep-23	Sep-24	N/A	On Track- little or no slippage	Contract has started for the first 5000 stock condition surveys		
Strategy development and refresh	SD.A6.6	New action:refresh of HRA Business plan?	Director- Housing	Cabinet Member for Housing			TBC	TBC	N/A	New Action Added	new action sept	New Action Added	new action sept
Strategy development and refresh	SD.A6.7	New action: Procurement of second tranche of Stock condition Surveys	Director- Housing	Director- Housing			TBC	TBC	N/A	New Action Added	new action sept	New Action Added	new action sept

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)
Strategy development and refresh	SD.A7.0	Refresh the Early Help Strategy	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	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	This action (assurance) forms part of the CPB work programme and led by the Cabinet Member, CYP and Education.	Assurance Action	due sept 2024
Equality, Diversity and Inclusion	SD.B1.0	Equality, Diversity and Inclusion	Director- Law & Governance	Leader of the Council			Autumn 2021	Ongoing	Focus 2	N/A		N/A	
Equality, Diversity and Inclusion	SD.B1.14	Equality, Diversity and Inclusion Assessment - appointment of consultant for data analysis - appointment of consultant for strategy development	Director- Law & Governance			Manager, Equality, Diversity and Inclusion Team	Feb-23	Jul- 24	N/A	On Track- little or no slippage	Draft Audit was presented to Leadership Team on 8 August. It was then shared on 9 August with directorates for further comment/amendments. The EDI audit was finalised on 25 August. An update report is scheduled with Leadership for 10 October to present an action plan for next steps. On track for strategy approval in July 2024. No issues to report	On Track- little or no slippage	Revision of equality objectives approved at leadership 10 October. The update report has been rescheduled with Leadership for mid November to present an action plan for next steps. 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

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)
MTFP & Capital Strategy	SD.D1.0	Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy	Director- Finance	Deputy Leader			Jan-22	Ongoing	Focus 1	N/A	N/A	N/A	N/A
MTFP & Capital Strategy	SD.D1.3	New Assurance Action (strategy implemented through budget plans); Budget Report to Cabinet (2023-2026) reflects funding gaps identified in MTFP	Director- Finance	Deputy Leader			Feb-23	and annually thereafter	N/A	Assurance Action	Due feb 2024	Assurance Action	Due feb 2024
MTFP & Capital Strategy	SD.D1.4	New Assurance Action (embedding the approach): MTFP and Capital Strategy refreshed and approved in October each year	Director- Finance	Deputy Leader			October 2023	and annually thereafter	N/A	Assurance Action	Due October 2023	Assurance Action	MTFS currently being refreshed - due to Cabinet 15 November 2023. Capital programme being reviewed
Consultation and Engagement	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Chief Executive	Leader of the Council			Autumn 2022		Focus 2	N/A	N/A	N/A	N/A
Customer Journey	SD.F1.0	Customer Journey Strategy	Director-Regeneration & Growth	Deputy Leader	Director Business Strate	Strategic Lead - Customer	Oct-22	Mar-24	Focus 2	Significant issues / actual/projected slippage- more than 2 months	Proposal to look at external resource for this was discussed at CI Programme Board on the 15 September, request was to put on hold for 4 weeks but to work on producing a Specification in the meantime.	Medium Progress- actual/projected slippage of 1-2 months	Director of Finance along with ACE has agreed funding will be provided for external support to produce CES, due to limited resources and other commitments. Specification work commenced but in early stages.

Theme 4 - Decision Making

Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)
Role and Function of Scrutiny and Audit	DM.C3.0	Manage position on historic issues through work with ARAC chair	Director- Law & Governance	Deputy Leader			Dec-21	Ongoing	Focus 2	n/a	n/a	n/a	n/a
Role and Function of Scrutiny and Audit	DM.C3.1	Assurance action: Watching brief to ensure that historic matters do not re-surface	Director- Law & Governance	Deputy Leader			Quarterly	Sep Dec Mar June	N/A	Assurance Action	No issues to report relating to historic reports.	Assurance Action	Scrutiny committee have produced the annual report which will go to council in October. (update due dec)

Theme 5- Procurement & Commercial

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 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 Nov	N/A	Assurance Action	Due November 23	Assurance Action	Due November 23			
Waste Contract	PC.A1.4	Assurance Action- Annual report on leisure and waste contracts going through to cabinet member	Director - Borough Economy	Cabinet Member for Environment Services			Nov-22	annually	N/A	Assurance Action	Due November 23	Assurance Action	Due November 23			
Waste Contract	PC.A1.5	The large contracts in BE for waste/street cleansing, and both leisure providers will be added to the Intend contract management module.	Director - Borough Economy	Cabinet Member for Environment Services				monthly	N/A	On Track- little or no slippage	Work progressing with Intend	On Track- little or no slippage	Work continues with Intend - scheduled go-live end October.			

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)			
Waste Contract	PC.A2.0	Review of the contract to refocus our communications and contract monitoring in areas of poor performance and to ensure the council receives the full provisions within the contract from Serco	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	Jan-23	Focus 2	N/A	N/A	N/A	N/A			
Waste Contract	PC.A2.5	Delivery of recommendations – as appropriate	Director - Borough Economy	Cabinet Member for Environment Services			Apr-23	Mar-24	N/A	Complete	Complete	Complete	Complete			
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				

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)			
Waste Contract	PC.A4.3	Assurance Action- Senior management meeting - annual plans requested- service delivery plan from SERCO is contractually compliant and includes elements of street cleansing.	Director - Borough Economy	Cabinet Member for Environment Services			22-Nov	quarterly (from Nov) Nov Feb May Aug	N/A	Assurance Action	due november 23	Assurance Action	due november 23			
Waste Contract	PC.A5.0	Manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	Cabinet Member for Environment Services			Autumn 2021	End 2023	Focus 2	N/A	N/A	N/A	N/A			
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				End 2023	N/A	On Track- little or no slippage	Next tranche of fleet replacement remains due end 2023	On Track- little or no slippage	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	Assurance Action	Due November 23	Assurance Action	Due November 23			
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	On Track- little or no slippage	Project Team members identified/ launch meeting diarised / ToR's to be agreed			

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)			
SEND Transport	PC.B3.3	Commence Procurement	Director - Children and Education	Cabinet Member for Children and Education Dept Leader	Director - Law & Governance Director - Finance	Group Head - Education	Jan-24	Sep 23	N/A	Not due to start	Procurement to commence January 2024	On Track- little or no slippage	SEND 3 to be a strand of the overall transformation plan / Task & Finish Group to drive delivery			
SEND Transport	PC.B3.4	Working with contract management consultant to introduce and embed robust contract management arrangements	Director-Finance	Dept Leader / Cabinet Member for Children and Education	Director – Children & Education		Jan-23	Ongoing	N/A			On Track- little or no slippage	Report findings to be considered by Transformation Project Team with agreed recommendation embedded in SEND 3			
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		Oct-23	N/A	On Track- little or no slippage	Options appraisal is being drafted.	Medium Progress- actual/ projected slippage of 1-2 months	Options appraisal and business case being finalised, further engagement with service areas being conducted to refine requirements.			
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			

Static data							Owners			Dates		Focus	Progress against plan	Evidence of status rating	October Update Due	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)			
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			
Asset Management	PC.F1.0	Asset Management	Director – Regeneration & Growth				23-Jan		Focus 2							
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	Sep-23	N/A	Complete	The phase two for Techforge implementation has now been completed.  The team are currently undertaking a project closedown exercise detailing everything that has been completed across both phases along with any workstreams/actions that will now become BAU.	Complete	complete			

Theme 6-Partnerships & Relationships

													October Update Due	
Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating	
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 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	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	On Track- little or no slippage	With Q1 PMF report. KPIs under review - Independent Chair of the Improvement Board reviewing these alongside DCS and CEO of SCT.	On Track- little or no slippage	With Q1 PMF report. KPIs under review - Independent Chair of the Improvement Board reviewing these alongside DCS and CEO of SCT.	
Sandwell Children's Trust	PR.A1.8	KPI's (along with accompanying tolerances) implemented in Q2	Director - Children and Education	Cabinet Member for Children and Education			Sep-23	Dec-23	N/A	On Track- little or no slippage	KPIs and tolerances are currently under review by the DfE appointed independent chair of the SCT Improvement Board and in negotiation with the DCS and CEO of SCT.	Medium Progress- actual/ projected slippage of 1-2 months	KPIs and tolerances are currently under review by the DfE appointed independent chair of the SCT Improvement Board and in negotiation with the DCS and CEO of SCT.	
Sandwell Children's Trust	PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2	N/A	N/A	N/A	N/A	
Sandwell Children's Trust	PR.A2.3	Assurance action: Feedback provided on a 6 monthly basis on the continuation of regular cross - SMBC/SCT leadership team meetings.	Director - Children and Education	Cabinet Member for Children and Education			Jan	6 monthly Jan July	N/A	Assurance Action	The action is embedded and the last report to C&E scrutiny board was Monday 11 September 2023 with further updates timetabled across the municipal year.	Assurance Action	due January 24	
Sandwell Children's Trust	PR.A3.0	Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help service	Director - Children and Education	Cabinet Member for Children and Education			Autumn 2021	Ongoing	Focus 2		Updates provided and there is also the SCT governance structures inc OPB, SPB and Improvement Board supported by a range of senior meetings inc the Cabinet Member, DCS, Chair of the SCT Board, CEO of SCT. N/A		Updates provided and there is also the SCT governance structures inc OPB, SPB and Improvement Board supported by a range of senior meetings inc the Cabinet Member, DCS, Chair of the SCT Board, CEO of SCT. N/A	
Sandwell Children's Trust	PR.A3.3	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	Action completed, timetable confirmed and the process is embedded.	Complete	Action completed, timetable confirmed and the process is embedded.	
Sandwell Children's Trust	PR.A3.4	Outcomes around early help and corporate parent reporting through PMF at Q1	Director - Children and Education	Cabinet Member for Children and Education			Sep-23	Sep-23	N/A	On Track- little or no slippage	Part of PMF	On Track- little or no slippage	Part of PMF	
Effective Local Structures	PR.C1.0	Review partnership structures within the 'People's sphere'	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health				Focus 2		Action completed since the formation of the overarching 5 Boards.		Action completed since the formation of the overarching 5 Boards.	
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	Benchmarking meetings have now been completed with Dudley MBC and Birmingham City Council re pathway arrangements. Development of benchmarking findings report commenced w/c 18 <sup>th</sup> September. Case file audit and post-17yr referral analysis has commenced. Shortlisting completed for PM post with interview date proposed the 4th October. Meeting has taken place with Claire Mawby Transformation Lead- Care leaver and SEND Emotional Wellbeing and Mental Health Services. Claire is also the SEND Project Manager (3 days) within delivery of the new ecosystem for inclusion which includes a workstreams for PFA and transition ambitions.	On Track- little or no slippage	Benchmarking findings report complete and initial draft shared with Corporate Transformation Manager. Case file audit and post-17yr referral analysis ongoing and on track for completion end of October. PM post interview completed 4th October, post not filled. Corporate Transformation Manager to meet with Directors to discuss future scope of Transitions / PFA pathway in early November.	
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	July update required	Assurance Action	ICB in place and MoU signed with ICB around alliance. Workstreams are in place and performance is being scrutinised. All plans are up to date and are working well but this should be reviewed every 6months across DPH, DAS and DCS. Close this assurance action and create a new one for 6monthly review.	

October Update Due													
Static data			Owners				Dates		Focus	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Status (September 2023)	Update (Initial and Date)(September 2023)	Status (October 2023)	Update (Initial and Date)(October 2023)
Effective Local Structures	PR.C1.6	<b>New Assurance action:</b> Receive a 6 monthly update from DPH and DAS to provide assurance that governance remains in place to test adequacy of partnerships through system-wide thematic deep dives and that any issues are being addressed by the partnership.	Director - Public Health		Director - Adult Social Care		6 monthly	April 24 October 24	N/A	Assurance Action	<b>New assurance action- added october</b>	Assurance Action	New assurance action- added october
VCS Relationships	PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	Leadership Team	Cabinet Member for Communities			Mar-22	Jul-23	Focus 2	N/A	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	Report to Cabinet in the Autumn with next steps on developing the strategy	Action on Hold	Annual report on 2022/23 grants produced and shared with Leader, Cabinet Member for Communities and Chair of Budget & Corporate Scrutiny Management. Further work in progress to develop approach for wider VCS engagement. Relationship with VCS continues to be positive - second Cost of Living Summit involved 30 local partner organisations to launch the joint Tackling Poverty Plan
VCS Relationships	PR.D1.4	Approval of VCS Strategy	Leadership Team			Director - Housing	TBC	TBC		Not due to start	Not due to start	Not due to start	Not due to start