

Appendix 2: Governance Review Improvement Plan

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
S1	It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this report: (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and prioritise corporate effort in managing the issues identified, and embed the solutions into the Council.				
S1.1	Sandwell Leisure Trust Governance arrangements in place 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 approval of way forward	Link to I14
S1.1.A	<ul style="list-style-type: none"> Governance processes refreshed and in place 		End December 2021	Achieve improved health outcomes for Sandwell through an agreed medium-term financial plan	Complete
S1.1.B	<ul style="list-style-type: none"> Appoint and retain external support to review SLT Business Plan submissions in line with contractual requirements 		December 2021	Arrangement in place for future delivery of leisure facilities	Complete - External support in place
S.1.1.C	<ul style="list-style-type: none"> Following receipt and review of the revised SLT Business Plan for the coming 3-year period, to progress a recommendation and decision as appropriate. 		February 2022	Clear audit trail of decisions	The revised SLT Business Plan was received on 4 th January 2022. The review of the revised business plan is due within 10 working days of receipt of the plan.
S1.2.A	Sandwell Children's Trust 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 & Education	In place – Measure quarterly through reporting framework to ensure embedded	Improved performance on KPIs and Service Level Agreements in the contract	In place – to be measured quarterly to ensure action embedded Link to I13

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S1.2.B	Sandwell Children's Trust Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	Director - Children & Education	In place and Ongoing	Improved outcomes for children and young people in Sandwell	In place and ongoing. Link to I13
S1.2.C	Sandwell Children's Trust Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help services	Director - Children & Education	September 2022	Refreshed Corporate Parenting Strategy and Early Help Strategy Successful implementation of SMART action plans to deliver the strategies across the partnership	Link to I13
S1.3.A	Waste Contract Refocused and strengthened contract management meetings in line with contract requirements: <ul style="list-style-type: none"> - Waste Board - Strategic Contract Meeting - Operational Contract Meeting <ul style="list-style-type: none"> o Fleet Replacement Focused Steering Group 	Director - Borough Economy	In place	Improvements in reporting of waste collection and street cleansing performance Quality assurance around delivery of services for waste and street cleansing Value for money assessed through benchmarking	In place and ongoing. Would expect to see improvements in reporting performance within six months (June 2022) Link to I22, I23, I24
S1.3.B	Waste Contract 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		March 2022	Improved performance in recycling rates	Commenced Link to I23
S1.3.C	Waste Contract		April 2022		Commenced

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	Introduction of a more focused framework for contract monitoring				Link to I23
S1.3.D	Waste Contract To undertake the appointment of a representative to review contractor records, and undertake site visits as required to further enable the Council to monitor the performance of the contract within the market place		Commission exercise – March 2022 Completion – July 2022		Commenced - An outline of the council's requirements has been drafted during December 2022
S1.3.E	Waste Contract Resolution of Industrial Relations issues		December 2021	GMB agree that issues addressed and stand down industrial action	Resolved end December 2021
S1.4	ERP System Implement Cabinet approved action plan to deliver Oracle Fusion	Director - Finance Director - Business Strategy & Change		Oracle Fusion implemented within agreed timescales and budget	Cabinet decision 15/12/21
S1.4.A	<ul style="list-style-type: none"> Terminate implementation partner contract with InoApps 	Director - Finance Director - Business Strategy & Change Director – Legal & Governance	In progress	Termination of contract completed	Commenced - Termination letter issued December 2021 after Cabinet decision on 15/12/21

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S1.4.B	<ul style="list-style-type: none"> Procure new support provider to deliver Oracle Fusion 	Director - Finance Director - Business Strategy & Change	End March 2022	Oracle Fusion implemented within agreed timescales and budget	Commenced - Contractors on procurement framework to conduct baselining work to determine procurement timescale
S1.4.C	<ul style="list-style-type: none"> Review operational team to ensure there are appropriate resources in place during implementation phase 	Director - Finance Director - Business Strategy & Change	February 2022	Any gaps in operational capacity identified and options developed for addressing gaps	Commenced
S1.4.D	<ul style="list-style-type: none"> Project management training for all of project team, including Project Sponsors 	Director – Business Strategy & Change	PM methodology agreed - December 2022 Implementation of training - February 2022	All of project team attend project management training	Commenced Link to I28
S1.4.E	<ul style="list-style-type: none"> Implement robust project management arrangements 	Director - Finance Director - Business Strategy & Change	February 2022	Project management methodology refreshed and adopted, including risk management approach SRO confirmed Oracle Fusion implemented within agreed timescales and budget	Commenced Link to I28
S1.5	Lion Farm				Link to I25, I26

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
	Action plan to agree way forward and resolve matter	Director - Regeneration & Growth		Action plan in place that addresses recommendations of external review with achievable timescales. Implementation of action plan	
S1.5.A	<ul style="list-style-type: none"> Brief Cabinet on options 		Completed December 2021		Completed
S1.5.B	<ul style="list-style-type: none"> Presentation of proposal by developer to Cabinet 		Completed December 2021		Completed
S1.5.C	<ul style="list-style-type: none"> Options appraisal report to Cabinet for approval of way forward 		12 January 2022		Commenced
S1.5.D	<ul style="list-style-type: none"> Implement approved way forward 		As per action plan for approved option		Action plan in place with achievable timescales Clarity of responsibility for both council and developer within action plan
S1.6	Develop and publish Regeneration Pipeline, including dates for delivery, and regularly report on progress	Director - Regeneration & Growth	March 2022	Comprehensive Regeneration Pipeline published to underpin significant regeneration and development in Sandwell in period 2022-2027.	Commenced
S1.7	Refresh decision making arrangements including role of Scrutiny	Director - Law & Governance	March 2022	Updated executive procedure rules (including Forward Plan), council procedure rules, scrutiny arrangements, updated scheme of delegation for officers, and	Commenced

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
				implementation of Phase 2 of ModGov and CIVICO.	
S2	The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this report are understood through the organisation.				
S2.1	Refresh key corporate governance documents including:				
S2.1.A	<ul style="list-style-type: none"> Procurement and Contract Procedure Rules to incorporate recommendations of this review including: <ul style="list-style-type: none"> Review of procurement thresholds 	Director - Finance	April 2022	<p>P&CPR reviewed and incorporate key learning including policies, procedures, record keeping, timescales</p> <p>Future major procurements are conducted within appropriate timescales</p>	<p>Commenced</p> <p>Link to I18</p>
S2.1.B	<ul style="list-style-type: none"> Financial Regulations 	Director – Finance	April 2022	Financial Regulations updated within timescale	Commenced
S2.1.C	<ul style="list-style-type: none"> Scheme of Delegations (including delegated decision making on hosting events) 	Director - Law & Governance	March 2022	<p>Updated Scheme of Delegation approved for executive and council-side functions</p> <p>Clear thresholds on participation or income projection included in decision making delegation</p> <p>In the event that legacy issues arise, they are dealt with appropriately and learned from</p>	<p>Commenced</p> <p>Link to I1, I8, I21</p>

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S2.1.D	<ul style="list-style-type: none"> Corporate approach to Project Management, including requirement of full business cases for major projects 	Director - Business Strategy & Change	February 2022	Clear frameworks in place and applied across the council	Commenced Link to I28
S2.1.E	<ul style="list-style-type: none"> Develop template for Corporate Projects which includes Options Appraisals and Business Case 	Director – Finance	January 2022	Comprehensive template in place that supports effective decision making at all levels	Commenced Link to I15, I19, I28
S2.1.F	<ul style="list-style-type: none"> Review the Sale of Land and Buildings Protocol in the Council’s Constitution and enhance content to improve clarity 	Director – Regeneration & Growth	August 2022	Clear protocol on Land Disposals and Options Agreements approved by Council	Link to I27
S2.1.G	Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management	Director - Law & Governance Director - Finance Director - Business Strategy & Change	July 2022	Attendance by all appropriate officers Appropriate decision making at all levels	Link to I15, I19, I28
S2.2	Develop and implement Commercial Strategy:	Director – Finance			
S2.2.A	<ul style="list-style-type: none"> Training for officers and workshops to develop strategy 	Director – Finance	February 2022	Attendance of all appropriate officers at training and involved in workshops	Commenced - CIPFA commissioned to provide external support and expertise to develop Commercial Strategy

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S2.2.B	<ul style="list-style-type: none"> Commercial Strategy developed 	Director - Finance	May 2022	Commerical Strategy agreed within timescale Identifies achievable income generating workstreams	
S2.2.C	<ul style="list-style-type: none"> Business case for two workstreams developed 	Director - Finance	June 2022	Robust business case for workstreams delivered	
S2.3	<p>Develop a Corporate Asset Management Strategy which is aligned with relevant Council property related strategies, including:</p> <ul style="list-style-type: none"> Aligning all decisions with Corporate Objectives including service area asset requirements based on business planning modelling with a robust risk assessment process to support the process. Building on the Work Place Vision (WPV) strategy currently being implemented, by continuing to monitor business property needs post-Covid. Developing a Property Maintenance Account which is fit-for-purpose, provides 	Director - Regeneration & Growth	September 2022	<p>Corporate Asset Management System procured and in place, and supporting flexible working</p> <p>Timely decisions made on disposal of surplus assets</p> <p>Value for money derived from use of council assets</p>	Link to I15, I16

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	<p>value for money, and is effectively managed.</p> <ul style="list-style-type: none"> Aligning a fit-for-purpose ICT strategy which supports flexible working. Identifying and promptly disposing of surplus assets. Ensuring value for money from the council's investment portfolio. 				
S2.4	Develop a 30-year Housing Revenue Account Strategy, utilising sector expertise from Savills	Director - Housing	1 April 2023	30-year strategy developed	Commenced - Savills report received
S2.5	Refresh and embed the Corporate Procurement Strategy, ensuring that lessons from previous activity are incorporated and local spend is increased:	Director - Finance	July 2022	Achieving action plan in CPS Outcomes identified in CPS	
S2.5.A	<ul style="list-style-type: none"> Conduct spend analysis 	Director - Finance	July 2022	Spend analysis conducted and used to inform refresh of CPS	
S2.5.B	<ul style="list-style-type: none"> Develop Social Value Policy 	Director - Finance	July 2022	Social Value Policy adopted by Council SVP aligns to Corporate Plan and Fairer Sandwell Principles	
S2.5.C	<ul style="list-style-type: none"> Address capacity issues within the corporate Procurement Service to refresh and deliver the 	Director - Finance	January 2022	Procurement Team has appropriate skilled capacity	

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	Corporate Procurement Strategy				
S2.6	Embed management of key corporate contracts within the Performance Management Framework to ensure oversight of performance and link to the Corporate Plan	Director - Business Strategy & Change	March 2022	Key contract performance discussed at LT regularly Report to Cabinet regularly	Commenced - contract KPIs to be included within the PMF as well as regular discussion at Leadership Team on contract performance
S3	Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with the Council's values, codes, policies and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.				
S3.1	Review the council's values, codes and procedures to ensure they are fit for purpose and focus on building the organisation of the future	Chief Executive Director - Business Strategy & Change Director - Law & Governance Leadership Team	February 2022 to review Refresh – timescale TBD	Sign off by Cabinet and/or Council as appropriate	Commenced Link to I6
S3.2	Develop and implement Member Development Programme to address knowledge and skills gaps, develop positive behaviours and focus on delivery of the Corporate Plan: <ul style="list-style-type: none"> Involve more officers across the council to develop members' knowledge in key areas, and trust in officers. 	Ethical Standards and Member Development Committee Executive Director - Law & Governance	Updated programme developed - April 2022 Implementation from May 2022	MDP addresses both corporate and portfolio specific learning needs Members take-up of development programme and offers of support Compliance with Member Code of Conduct	Commenced - Member Working Group established Kick start conversation with members imminent Cabinet member portfolio mentoring in place already, regular meetings, away day in January 2022.

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
	<ul style="list-style-type: none"> MDP needs to address both corporate learning and portfolio specific, and specific roles Corporate governance training provided to members of Cabinet and those in key governance related roles (specifically Scrutiny and Audit Committee roles, and those who sit on external Boards) Review induction process for new members to include local government finance and corporate governance roles and engagement with more officers (including junior officers) Include continuation of LGA Cabinet Member mentoring programme including subject specific for Cabinet portfolios 	Head of Leader's Office		<p>No issues identified in future external reviews/assurance</p> <p>Healthy and regular dialogue between senior leaders, groups and whips</p> <p>In the event that legacy issues arise, they are dealt with appropriately and learned from</p>	Link to K7, I1, I2, I7, I12, I20, I31, I32, I33, I34
S3.3	Develop a behaviour framework that sets out the expectations on managers and officers that is aligned with the appraisal framework, performance management and Officer-Member protocol	Director - Business Strategy & Change	April 2022	<p>No issues identified in future external reviews/assurance</p> <p>Behaviour framework developed and agreed</p>	Commenced

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S3.4	Develop a clear programme of management development aligned to the Behaviour Framework and Council's values to ensure managers have the knowledge and skills to exhibit the expected behaviours	Director - Business Strategy & Change	July 2022	Programme implemented Managers attending Engagement survey feedback that managers are demonstrating values and expected behaviours	Commenced
S3.5	Engage LGA to support officers and members to develop the relationship going forward. (Linked to values/behaviours/codes review)	Chief Executive Director - Law & Governance Head of Leader's Office	February 2022	Actions identified with LGA and implementation plan formed Better understanding between officers and members of their respective responsibilities and roles. Increased confidence and appreciation of one another.	
S3.6	Continue with regular weekly meetings between Cabinet Members and Leadership Team to address knowledge gaps and facilitate discussion on key issues	Chief Executive Leader Director - Law & Governance	Informal Cabinet every Wednesday	Positive outcome from Peer Review Key topics covered in meetings In the event that legacy issues arise, they are dealt	In place and ongoing Link to I1, I33

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		Cabinet Members & Leadership Team		with appropriately and learned from	
K4	The Council's leadership needs be relentless in its focus in delivering and embedding sustainable change, and use its past history as a reference point when focusing on improvement.				
K4.1	Develop Improvement Plan to address the recommendations and report on progress regularly: <ul style="list-style-type: none"> - Leadership Team – monthly - Leader's Briefing – monthly - Cabinet – progress update monthly and formal reporting quarterly - External Audit – six months/annually 	Chief Executive	Plan approved - January 2022 Progress reported regularly	Improvement Plan approved by Full Council in January, following approval by Leader of the Council Actions are SMART Positive feedback from External Auditor/no gaps identified Regular reporting to LT and Members	Commenced – Improvement Plan submitted to Council for approval 18/01/22
K4.2	Develop a Continuous Improvement Plan to ensure that we understand the lessons learned (e.g. when things go wrong) and embed the learning in our appraisals and performance management systems	Director - Business Strategy & Change	April 2022	Continuous Improvement Plan in place and adopted across the council Improvements made as a result of interventions set out in CIP	
K4.3	Develop and implement an improvement plan to address recommendations from CIPFA's Financial Management Review	Director - Finance	January 2023	Plan in place by end January 2022 All recommendations from CIPFA review implemented	CIPFA's report expected w/c 10/01/22 Link to I36

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				Improvement of star rating	
K5	Critical to embedding the transformation and change required will be the appointment of the right permanent Chief Executive. The Council must ensure an effective recruitment process, including attracting a pool of appropriate candidates.				
K5.1	Conduct robust recruitment process for permanent Chief Executive designed to attract the best candidates	Director - Human Resources	March-May 2022	Chief Executive appointed following election	Systems in place to recruit to permanent CEX Link to I30
K5.2	Implement Communications and Corporate Affairs Strategy – raising Sandwell’s national profile to showcase the good work of the council	Director - Business Strategy & Change	February 2022	National positive profile of Sandwell increased High quality candidates apply for Chief Executive role	Commenced
K6	The Council should ensure that a corporate performance framework is agreed so that the implementation of the Corporate Plan can be effectively monitored, and there is collective corporate responsibility rather than silo working.				
K6.1	Develop and embed a corporate performance management framework that provides Leadership Team and members collective oversight of progress on the Corporate Plan, key operational level intelligence, organisational health and improvement activity	Chief Executive Director - Business Strategy & Change	March 2022	Corporate performance framework in place by target date Leadership Team and members have access to regular reporting of key information that informs decision making to address performance issues Collective management of key measures Clear lines of accountability,	Corporate Plan in place, directorate business plans being developed to include/inform performance measures for Corporate Plan – session to agree these KPIs due January 2022 Initial discussions on customer experience and organisational health measures 01/12/21, further development to be reported in end January 2022 Link to I3, I6, I8, I22 I36

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
				responsibility and delegated authority	
K6.2	Explore implementation of a corporate performance management system	Director - Business Strategy & Change	August 2022	Options appraisal and business case developed, aligned with budget plan	
K6.3	Develop, implement and monitor progress of Directorate and Service level plans to deliver the Corporate Plan	Director - Business Strategy & Change Leadership Team	March 2023	Directorate and Service Level Plans in place Clear lines of accountability, responsibility and delegated authority	Service Plans to be introduced as corporate expectation for 2023/24 Link to I3, I8
K6.4	Ensure public consultation results are incorporated into Performance Management Framework, including on budget development	Director - Business Strategy & Change Leadership Team	March 2022	Key measures incorporated into PMF and influencing improvement actions	I8
K7	Members in key statutory roles, in particular in relation to Cabinet, scrutiny, standards and audit, need to be provided with effective development, training and support. The member development programme should be reviewed to ensure corporate governance forms part of the training for members with governance roles.				
S3.2	<i>Member Development Programme</i>				
S3.6	<i>Continue with regular weekly meetings between Cabinet Members and Leadership Team to address knowledge gaps and facilitate discussion on key issues</i>				
K7.1	Develop forward plan for All Member Briefings based on themes of work/areas for development	Director - Law & Governance	March 2022	Terms of reference for briefing meetings and agendas in place.	Commenced

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
				Maintain importance of informal and safe space. More regular meeting pattern in place - balancing needs of responding to issues in a timely manner	
K8	The Council should develop and agree an action plan in relation to the statutory, key and improvement recommendations included in this report, ensuring that they are specific, measurable, attainable, realistic and time-bound.				
K4.1	<p><i>Develop Improvement Plan to address the recommendations and report on progress regularly:</i></p> <ul style="list-style-type: none"> - <i>Leadership Team - monthly</i> - <i>Cabinet - quarterly</i> - <i>External Audit – six months/annually</i> 				
I1	<p>Officer and Member Relationships Embedding the changes that have been made by the Leadership Team and those that are planned will be critical if the Council is to realise its strategic ambition and provide effective governance.</p>				
S2.1.C	<p><i>Refresh key corporate governance documents including:</i></p> <ul style="list-style-type: none"> • <i>Scheme of Delegations and decision-making framework (including delegated decision making on hosting events)</i> 				
S3.2	<i>Develop and implement Member Development Programme to address knowledge and skills gaps, develop</i>				

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	<i>positive behaviours and focus on delivery of the Corporate Plan</i>				
S3.6	<i>Continue with regular weekly meetings between Cabinet Members and Leadership Team to address knowledge gaps and facilitate discussion on key issues</i>				
I1.1	Continue to adopt “Star Chamber” approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	Summer 2022	Star Chamber sessions held in Summer 2022 Discussion inform development of robust MTFS	Agree schedule for setting MTFS 2023/24 to take place in 2022/23 Link to I5
I2	Officer and Member Relationships Enhancement of the induction programme to new members of Cabinet, including on local government finance and their governance roles is recommended.				
S3.2	<i>Member Development Programme:</i> <ul style="list-style-type: none"> • <i>Induction programme</i> • <i>Corporate governance training</i> 				
I3	Officer and Member Relationships The Council should ensure that corporate KPIs are agreed so that the implementation of the Corporate Plan can be effectively monitored.				
K6.1	<i>Continue to develop and embed a corporate performance management framework that provides Leadership Team and members of collective oversight of progress on the Corporate Plan, key operational level intelligence and improvement activity</i>				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
K6.3	<i>Develop, implement and monitor progress Directorate and Service level plans to deliver the Corporate Plan</i>	<i>Director - Business Strategy & Change</i>			
14	Officer and Member Relationships The forward plan of the Cabinet should be shared with the Audit Committee and Scrutiny Board to help structure their agenda planning.				
14.1	Implement sharing of the Cabinet Forward Plan to Audit Committee and Scrutiny Board	Director - Law & Governance	Immediate	Chairs of ARAC and Scrutiny Boards receive Forward Plan and use it to determine future agendas	COMPLETED Scrutiny Boards receive the Forward Plan already but as from the start of Jan, ARAC Chair will also receive it.
15	Officer and Member Relationships The Leadership Team should agree key medium-term financial objectives and principles. There should be effective ownership of the principles that underpin the budget setting process, for example the Council's approach to reserves, contingency and Minimum Revenue Provision (MRP).				
11.1	<i>Continue to adopt "Star Chamber" approach for Cabinet Members and Chief Officers as part of budget setting approach</i>				
15.1	Continue to provide regular budget monitoring reporting: <ul style="list-style-type: none"> • Leadership Team - monthly • Cabinet Member/Informal Cabinet/Leader's Briefing – monthly • Cabinet - quarterly 	Director - Finance	Achieved	Senior officers and members have oversight of budget position	Ongoing action - Monthly reporting to Leadership Team and Cabinet Member in place Formal quarterly reporting to Cabinet
16	Officer and Member Relationships Senior officers and senior members must lead by example to ensure that the "tone from the top" consistently reflects these values and behaviours. This is critical in ensuring that the wider organisation recognises that changes have been made and that all people are confident in adopting these values and behaviours. This should build on recently introduced staff briefings to include a programme of staff engagement including "pulse" checks to benchmark and monitor progress on the organisation's wellbeing.				

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S3.1	<i>Review the council's values, codes and procedures to ensure they are fit for purpose and focus on building the organisation of the future</i>				
I6.1	Build organisational health metrics into performance management framework, including 'pulse' checks on organisation's wellbeing	Director - Business Strategy & Change Director - Human Resources	March 2022	Leadership Team understand the organisational health of the council and implement action to address issues 'pulse' surveys held to capture intelligence on IIP assessment takes place, and any issues identified addressed	Commenced Organisational Health measures discussion held at LT on 01/12/21, reporting to commence end January 2022 Employee Engagement Survey 2022 in development Link to K6
I7	Officer and Member Relationships The Council should ensure that the review of the member development programme is appropriate. In particular, thought should be given to how members with special responsibility roles are developed and supported. This should include succession planning for these roles.				
S3.2	<i>Develop and implement Member Development Plan</i>				
I8	Officer and Member Relationships Further work is required to establish a formal performance management framework and agree a set of key corporate indicators for the Leadership Team to collectively manage, receive appropriate management information to monitor progress, and set out clear lines of accountability, responsibility, and delegated authority.				
S2.1.C	<i>Refresh key corporate governance documents including:</i> <ul style="list-style-type: none"> <i>Scheme of Delegations and decision-making framework</i> 				

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	<i>(including delegated decision making on hosting events)</i>				
K6.1	<i>Develop and embed a corporate performance management framework that provides Leadership Team and members of collective oversight of progress on the Corporate Plan, key operational level intelligence, organisational health and improvement activity</i>				
K6.3	<i>Develop, implement and monitor progress Directorate and Service level plans to deliver the Corporate Plan</i>				
K6.4	<i>Ensure public consultation results are incorporated into Performance Management Framework, including on budget development</i>				
I9	Officer and Member Relationships The recent introduction of financial benchmarking will need to be sustained to create a culture of curiosity in services in how nearest statistical neighbours are performing, to support savings identification and to drive improvements				
I9.1	Build benchmarking of financial and service performance into performance management framework	Director - Finance Director – Business Strategy & Change	March 2022	Benchmarking information included in regular reporting to Leadership Team and Members Benchmarking used to inform focus of improvement activity	Financial benchmarking introduced in 2021 Service level performance benchmarking data to be included in PMF
I10	Officer and Member Relationships The Council should continue its more outward looking approach is sustained and develop key local and sub-regional relationships.				

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I10.1	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	Cabinet Chief Executive Director – Regeneration & Growth	Review on a quarterly basis	Regular and active presence regionally and sub-regionally e.g. WMCA Board Opportunities linked to Sandwell priorities maximised	Ongoing
I10.2	Raise Sandwell Council's profile through engagement with key partners and professional bodies at a national, regional and local level	Leadership Team	Review on a quarterly basis		Ongoing
I11	Officer and Member Relationships When investing in the communications team, the Council should also use this as an opportunity to ensure more effective internal communications, including with back-bench members.				
I11.1	Deliver the Communications Strategy and align resources to delivery	Director - Business Strategy & Change	March 2022	Local, regional and national profile of Sandwell increased Residents' views on the council/services Employee Engagement Survey results Resources invested in internal communications and improved communications to backbench members	Commenced
I12	Officer and Member Relationships				

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	There is a need to ensure that members of scrutiny and audit committees are aware of their governance roles including how to interrogate reports and ask the right questions.				
S3.2	<i>Member Development Programme</i>				
I13	<p>Sandwell Children's Trust The Council's senior leadership –both officer and member –should prioritise corporate effort and develop a clear strategy for working with SCT to ensure it remains on its improvement trajectory. This should include:</p> <ul style="list-style-type: none"> •working with SCT to progress a multi-agency early intervention and prevention strategy. •ensuring SCT has an appropriately resourced and skilled placements team in place to effectively manage the care market. •conducting a review of KPIs to ensure they are effective for current circumstances. •undertaking financial benchmarking in relation to children's social care, and take a realistic and pragmatic view on the level of funding required. •reviewing the governance roles of officers and members in relation to SCT so that they are clear on their responsibilities, avoid duplication, ensure effective communication and that there is a collective understanding of the performance of SCT and how risks and issues are being managed. 				
S1.2.A	Sandwell Children's Trust <i>Continue with robust governance arrangements in place to hold SCT to account for delivering improved outcomes for children and young people in Sandwell in line with the contact</i>				
S1.2.B	Sandwell Children's Trust <i>Establish and maintain positive relationship between SMBC and SCT at senior officer and member level</i>				
S1.2.C	Sandwell Children's Trust <i>Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivering of Early Help services</i>				
I14	Sandwell Leisure Trust				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
	The Senior Leadership – both officer and member -must take ownership of this issue, prioritise corporate effort and take urgent steps to either resolve the current position with SLT or consider the options for alternative provision should either party decide to terminate the current contract, to ensure the continuity of future leisure service provision and associated reputational impacts.				
S1.1A-C	<i>Governance arrangements in place to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre</i>				
I15	Providence Place Where the Council considers similar transactions in future, those charged with making decisions must satisfy themselves that they fully understand the detail of the options being proposed. Council officers and their advisors have a responsibility to ensure that members making decisions do so having fully understood these complexities and risks.				
S2.1.E	<i>Refresh key corporate governance documents including:</i> <ul style="list-style-type: none"> • <i>Develop template for Corporate Projects which includes Options Appraisals and Business Case</i> 				
S2.1.G	<i>Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management</i>				
S2.3	<i>Develop a Corporate Asset Management Strategy which is aligned with relevant Council property related strategies.</i>				
I16	Providence Place The Council should ensure that all future property or land acquisitions and disposals are clearly aligned with relevant Council property related strategies.				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
S2.3	<i>Develop a Corporate Asset Management Strategy which is aligned with relevant Council property related strategies.</i>				
I17	<p>SEND Transport The Council's senior leadership –both officers and members –must place priority on agreeing the outcome of the SEND Transport procurement exercise to ensure a further contract extension is not required. This should include:</p> <ul style="list-style-type: none"> •Not losing the significant progress made on the contract specification's focus on service quality. •Greater support, involvement, dialogue and oversight with the officer teams with responsibility for progressing the procurement. •Ensuring the contract provides the Council with effective management and oversight of the personal transport market. 				
I17.1	Plan in place to ensure new contract commences prior to expiry of current arrangements	Director - Children & Education	September 2022	Contract in place within timescales and incorporating focus on service quality and flexibility of provision to meet needs of children and young people Governance arrangements in place for procurement and implementation of contract	Report to Cabinet 12/01/21 sets out approach for procurement
I17.2	ARAC Chair concludes fact-finding exercise and reports to ARAC	Director - Law & Governance	February 2022	Completion of fact-finding exercise and formation of recommendations	Commenced
I17.3	Implement recommendations from the Scrutiny review of existing and proposed provision of SEND transport	Scrutiny Director - Law & Governance Director - Children & Education	Vast majority Recommendations – implemented early 2022.	Recommendations implemented SEND transport provision improved	Recommendations used to inform proposed approach to procurement in Cabinet report 12/01/22

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
I18	SEND Transport For the conclusion of the SEND Transport procurement and for all future major procurements, the Council should ensure that: <ul style="list-style-type: none"> •Record keeping and declarations of interest are undertaken in line with Council policies and procedures. •Decision making does not create real or perceived risks in relation to inappropriate procurement decisions. •Procurement timescales provide adequate time for both suppliers to submit high quality bids, and the Council to undertake appropriate evaluation, scrutiny and decision making. This timescale should include appropriate time in advance of the procurement for the council to undertake the necessary strategic thinking and planning required, and mitigate the risk of not making an award in the planned timescale 				
S2.1.A	<i>Review of Procurement and Contract Procedure Rules</i>				
I18.1	Appropriate record keeping in place for procurement of SEND Transport contract	Director - Finance Director - Children & Education	Contract in place to start September 2022	Records of decisions made, and declarations of interest held on file	Procurement approach to be approved by Cabinet 12/01/22
I19	Sandwell Land and Property The Council should ensure that when considering establishing an arm's length company in the future there is a clear purpose for doing so and that those officers / members of the Council in company director roles are clear of their role and responsibilities in relation to that company.				
S2.1.E	<i>Refresh key corporate governance documents including:</i> <ul style="list-style-type: none"> • <i>Develop template for Corporate Projects which includes Options Appraisals and Business Case</i> 				
S2.1.G	<i>Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management</i>				
I20	Sandwell Land and Property				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
	Where arms length companies already exist the Council should gain assurances that company directors fully understand their company roles and responsibilities, that the company administration is properly resourced and appropriate training is provided to company directors. The purpose of the company should be revisited on a regular basis to determine whether the company continues to be of benefit to the Council.				
I20.1	Refresh the existing arrangements for arms-length companies: <ul style="list-style-type: none"> Identify existing arms-length companies, company directors and company administration, Conduct review to ensure appropriate resources are allocated to these organisations Implement annual reporting arrangements. 	Director - Law & Governance	July 2022	All directors/members are trained and attend meetings and are clear of their roles. Annual reporting arrangements in place in relation to each of the companies	
I20.2	Incorporate training on company roles and responsibilities in senior officer development plan	Director - Human Resources Director - Business Strategy & Change	March 2022	All existing company directors have received appropriate training on their roles	
I21	MADE Festival As part of the planned review of the scheme of delegation the Council should ensure that there is clarity of decision making on hosting events, and that the governance arrangements relating to such decisions are effective and clearly communicated.				
S2.1.C	<i>Review Scheme of Delegation, and include delegated decision making on hosting events</i>				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
I21.1	Decision making process and authority to be communicated with event organisers and stakeholders	Director - Borough Economy	Following agreement of Scheme of Delegation Then ongoing	Event organisers and stakeholders clear on decision making arrangements Decisions made at appropriate level in a timely manner	Commenced - A specification for an online events portal for community event applications has been drafted in Dec 2021. Criteria for borough and community level events is under development in December 2021
I22	Waste Service The Council should prioritise corporate effort to ensure that the recovery plans are approved and appropriate senior management oversight is given to monitoring their effective delivery.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
I22.1	Waste and Recycling Recovery Plan – completion and implementation	Director - Borough Economy	June 2022	Approved by Waste Management Board Regular monitoring and reporting on progress to WMB Performance re: <ul style="list-style-type: none"> • Complaints • Enquiries to contact centre • Fly tipping clearance 	Commenced - Agreed plan in place
I22.2	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	June 2022	Approved by Waste Management Board	Plan not yet received from Serco in December 2021

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
				Regular monitoring and reporting on progress to WMB Performance re: <ul style="list-style-type: none"> • Complaints • Enquiries to contact centre • Fly tipping clearance 	Date of next Waste Management Board is 27 th Jan 2022
I22.3	Include key contract performance measures in Corporate Performance Management Framework, as well as Performance re: <ul style="list-style-type: none"> • Complaints • Enquiries to contact centre • Fly tipping clearance 	Director – Borough Economy	June 2022	Regular monitoring and reporting of progress	Link to S1.3.C & Link to S2.7
I22.4	Review of Waste Services and the Cleanliness and Appearance of the Borough by the Economy, Skills, Transport and Environment Scrutiny Board	Director - Borough Economy	The Waste Scrutiny Review to be reported to Cabinet in February 2022 Delivery of actions to be undertaken during the period from March to August 2022	Improved performance in street cleansing standards – reduced complaints Increased monitoring of the Waste & Street Cleansing Contract Reduced missed collections for waste and recycling Future Scrutiny review to confirm improvements embedded	Commenced - The review report has been drafted and circulated for consultation during December 2022

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
I23	Waste Service The Council should ensure robust contract management arrangements are in place, and review the Key Output Targets (KOTs) and work with Serco to ensure they are in line with Council expectations and the data is available to allow effective monitoring of contract outcomes.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
S1.3.B	<i>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</i>				
S1.3.C	<i>Introduction of a more focused framework for contract monitoring</i>				
I24	Waste Service The Council should ensure that the investments specified in the contract with Serco are made, such as a new vehicle fleet.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
I24.1	To manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	By the proposed revised date of end January 2022	The delayed fleet replacement in line with the contractual requirements in terms of provision of vehicles	A list of replacement vehicles has been provided with delivery due during January 2022
I25	Lion Farm The Council must ensure that the recent re-engagement with the developer results in agreeing a clear way forward, including an action plan and timescale so there is clarity on the responsibilities for the Council and developer in order to progress the finalisation of the secondary option agreement, or to be clear on the legal process for both parties extricating themselves from the agreement and the associated terms.				
S1.5A-D	<i>Action plan to agree way forward and resolve matter</i>				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
I26	Lion Farm The Council must ensure that it has taken all necessary steps to ensure that arrangements are in place so that all the serious governance issues identified in the external report are appropriately mitigated and managed.				
S1.5.A-D	<i>Action plan to agree way forward and resolve matter</i>				
S1.7	<i>Refresh decision making arrangements</i>				
I27	Lion Farm The Council should review its procurement regulations and consider updating them to include land sales, including options agreements, to ensure that best value can be achieved.				
S2.1.A	<i>Review of Procurement and Contract Procedure Rules</i>				
S1.2.F	<i>Review the Sale of Land and Buildings Protocol in the Council's Constitution</i>				
I28	Introduction of new ERP system The Council must prioritise corporate effort to: <ul style="list-style-type: none"> •ensure that temporary support is agreed with Oracle for EBS continuity. •have an honest and frank discussion with Inoapps and urgently agree a clear resolution on the way forward. •review governance arrangements so that good practice (such as Managing Successful Programmes) is in place and embedded, including clarity on the SRO role and approach to risk management. •review the resourcing and scope of the implementation to ensure that it is realistic, given current circumstances, focuses on outcomes as well as costs, and there is organisation wide engagement and ownership of the programme. •confirm a realistic and achievable go live date. •ensure for future major projects a full business case is developed and approved. 				
S1.4.A-D	<i>Actions options for moving forward and project management arrangements</i>				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
S2.1.D	<i>Corporate approach to Project Management, including requirement of full business cases for major projects</i>				
S2.1.E	<i>Develop template for Corporate Projects which includes Options Appraisals and Business Case</i>				
I28.1	Agreement with Oracle to extend all necessary EBS support	Director - Business Strategy & Change Director - Finance Director - Human Resources	End December	Agreement in place to provide EBS support to cover period of implementation of Oracle Fusion	Commenced - Contract extension for system support approved through delegated authority. Agreements in place end of December 2021
I29	Chief Officers The Council should ensure that at the very least, appropriate internal and external advice is sought should the departure of a chief officer by mutual consent is agreed.				
I29.1	Induction training (within the Member Development Programme) for Leader and Cabinet Members on appropriate processes relating to the employment of Chief Officers, and in particular Statutory Officers	Director - Law & Governance Director - Human Resources	Updated programme developed - April 2022 Implementation from May 2022	Appropriate processes followed in the event of a departure of a chief officer by mutual consent	Link to S3.2
I30	Senior Leadership Critical to this sustainable change will be the appointment of the right permanent Chief Executive, and the Council must ensure an effective recruitment process, including maximising the chances of attracting a pool of appropriate candidates. Should the appointment of a permanent Chief Executive not be successful the Council should seek to retain the current interim Chief Executive and move this to a full-time contract.				

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
K5.1	<i>Conduct robust recruitment process for permanent Chief Executive designed to attract the best candidates</i>				
I31	Complaints The Council's senior leadership –both officer and member –must act to change the culture and organisational ethos in relation to complaints, and to restore balance and proportionality.				
S3.2	<i>Member Development Programme</i>				
I32	Standards Committee Member training and development programme must play a key role in ensuring members fully understand the expectations and standards relating to their role				
S3.2	<i>Member Development Programme</i>				
I33	Standards Committee Meetings between senior officers, political group leaders and chief whips should take place to ensure that these stakeholders are able to discuss emerging issues and trends, recognise good behaviours and discuss how to manage behaviours not in line with the Code				
I33.1	Emerging issues to be part of formal dialogue within regular 1-1s with key members (group leaders and chief whips, and other relevant members)	Chief Executive Director – Law & Governance	January 2022	Compliance with Member Code of Conduct Appropriateness of complaints raised	Meetings have started
I34	Audit Committee Now that the Audit and Risk Assurance Committee has agreed the actions to bring this long-standing matter to resolution, it will be important that –as the Audit and Governance Panel recognised -the Council manages its position so that the matter does not resurface, so that it can move on and focus on its corporate objectives.				
S3.2	<i>Member development programme</i>				
I34.1	Work with the Chair of ARAC through Audit Committee Agenda meetings to manage the position	Chief Executive Director - Law & Governance	February 2022	Should matter arise in future, it is dealt with quickly	

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
		Director - Finance			
I35	Financial Reporting Management should ensure that the AFR action plan sets out actions and completion dates in relation to all recommendations. It should also identify where the new ERP system implementation and the planned asset management system could cause delays or impacts on planned actions				
I35.1	Review AFR Action Plan and ensure it addresses all recommendations, includes named leads, timescales and analysis of the impact of ERP System implementation and Asset Management System	Director - Finance	March 2022	Robust action plan in place, with interdependencies identified, in readiness for budget process 2022/23 External Audit satisfied that action plan addresses all recommendations	
I36	Financial Reporting Management should ensure that the changes in relation to budget setting and budget management recently introduced are sustained and take steps to manage any weaknesses not yet addressed.				
K4.3	<i>Develop and implement an improvement plan to address recommendations from CIPFA's Financial Management Review</i>				
I1.1	<i>Continue with 'Star Chamber' sessions for budget setting</i>				
I36.1	Regular budget monitoring reporting to Leadership Team and Cabinet, embedded within corporate performance management framework	Director - Finance	March 2022	Regular monitoring and reporting of progress	Reporting timetable to Leadership Team in place – monthly To establish – reporting frequency to Cabinet Link to K6.1, I5.1

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
137	Financial Reporting Management should ensure the Finance team has appropriate skills and capacity to manage the Council's financial reporting responsibilities.				
137.1	Comprehensive specialist technical training for whole of Finance Team	Director - Finance	March 2022	Training delivered Minimal errors in 2021/22 Accounts as reported in the AFR	