

Governance Review Improvement Plan

Reporting Period: 13 May - 7 June 2022

To be reviewed and updated for monthly monitoring

Ref	Action	Responsible Lead	Measure of Success	Delivery Date	April Status	May Status	April 2022 update	New Update (May 2022) (initial and update)	Improvement Plan Theme Transferred to
SN1	In the first three months prepare, agree and implement an Improvement Plan to the satisfaction of the Commissioners with resource allocated accordingly, activities to implement all 45 recommendations of the [Grant Thornton] report; and to report at six monthly intervals (or at such intervals as the Commissioners may direct), and adopt any recommendations of the Commissioners								
SN1.1	Revise this plan to ensure information is captured around resource allocation, identifies key milestones, and ensure the format and contents meet the needs of the Commissioners	Leadership Team	Commissioners confirm content and format suitability for three month report to Secretary of State. Submission of report to Secretary of State	22nd June 2022	G	G	RJ update: Improvement Plan is being prepared for approval by Council on 7th June.	RJ 25/05/22: Addressed in Improvement Plan. Due for Council approval 7th June	N/a addressed throughout IP
SN1.2	Report on a six monthly basis to the Secretary of State	Leadership Team	Commissioners confirm content and format suitability for three month report to Secretary of State. Submission of report to Secretary of State as per schedule.	22nd September 2022	G	G	RJ update: First improvement plan submission due 22nd June. On track to meet timescale with Council approval due on 7th June	RJ 25/05/22: On track for Improvement Plan approval to enable Commissioners to make their report. December report to SoS will include a progress report from the Council. This has been included in reporting schedule for Improvement Plan.	Addressed in reporting schedule
SN2	Actions to Establish the roles of Commissioners <ul style="list-style-type: none"> - Governance and scrutiny of strategic decision making - Appropriate delegations / arrangements in place in relation existing statutory roles as Interim CE - Recruitment and Dismissal of Statutory Officers 								
SN2.1	Work across with DLUCH to identify and address any areas of conflicts of interest and implement delegations	Director - Law & Governance	Completed Advice Note agreed with DLUCH	13-Apr-22	G	G	ST 16/05/22: Conflict of interest issues have been addressed. Legal advice notice prepared and shared with DLUHC who have accepted it. Contract variation re Kim's contract with the Council being drafted - completion in next 2 weeks.	ST 08.06.22: Draft contract being prepared for sign off.	Action will be closed following contract sign-off
SN2.2	Relationship between Commissioners, SCT and DFE to be clarified and established	Director - Children & Education	TBC	TBC	G	G	MJ: The SCT intervention will run alongside the council-wide interventions. There will be scheduled updates between SCT arrangements and the Commissioners through the Improvement Plan and quarterly meetings with the independently appointed Chair of the Trust Improvement Board.	MJ - 27.5.22: The SCT intervention will run alongside the council-wide interventions. There will be scheduled updates between SCT arrangements and the Commissioners through the Improvement Plan and quarterly meetings with the independently appointed Chair of the Trust Improvement Board.	Partnerships and Relationships
SN4	Actions to secure improvements in relation to the proper functioning of the scrutiny and associated audit functions								
	S1.7 Refresh decision making arrangements including role of Scrutiny								see S1.7 entry
	I34.1 (Action) Work with the Chair of ARAC through Audit Committee Agenda meetings to manage the position								See I34.1 entry
	S2.1 (Action) Refresh key corporate governance documents								See S2.1 entry
	S2.1.C (Action) Scheme of Delegations (including delegated decision making on hosting events)								See S2.1 entry
SN5	Actions to secure continuous improvement in all services								
	K4.2 (Action) 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								See K4.2 entry
SN6	Appointment of a Permanent Chief Executive by September 2023								

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	<i>K5.1 (Action) Conduct robust recruitment process for permanent Chief Executive designed to attract the best candidates</i>								See K5.1 entry
	<i>K5.2 (Action) Implement Communications and Corporate Affairs Strategy – raising Sandwell’s national profile to showcase the good work of the council</i>								
SN7	Implementation of 4 yearly election cycle								
SN7.1	Options Paper to be discussed by Leadership Team around implementation timeline (2024/2026)	Director - Law & Governance	Agreed approach and timeline for 4 yearly electoral cycle (inc Full Council decision)	Jun-22	G	G	ST: 16/05/22: Draft paper will be completed by 20 May	RJ: 14/06/22: Paper being prepared for July Council	Decision Making
SN7.2	Council decision to implement	Director - Law & Governance		tbc following options paper	Not Yet Started				
SN8	Cultural Change Programme								
SN8.2	Cultural Change Programme to be embedded within Single Improvement Plan Formation	Leadership Team		Jun-22	G	G	RJ 28.04.22: Organisational Culture identified as a theme within the Improvement Plan. Workshop discussion planned with Leadership Team.	VL 26.05.22 Phase approach agreed with Leadership Team. Cross-Council Working Group established. Prospective partnership conversations underway.	Organisational Culture
SN8.3	Actions to be embedded within single improvement plan to address findings from employee survey	Leadership Team		Sep-22	G	G	RJ: 28.04.22: Findings from employee survey due to be discussed by Leadership Team on 12/05/22.	VL 26/05/22: Employee survey results shared with Leadership Team. DLT level presentations scheduled for June (last one 1 July)	
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:								Procurement and Commercial- Leisure
S1.1.A	• Governance processes refreshed and in place			End December 2021	Complete	Complete	complete	complete	
S1.1.B	• Appoint and retain external support to review SLT Business Plan submissions in line with contractual requirements			Dec-21	Complete	Complete	complete	complete	
S1.1.C	• Following receipt and review of the revised SLT Business Plan for the coming 3-year period, to progress a recommendation and decision as appropriate.	Director - Borough Economy	Cabinet approval of way forward Arrangement in place for future delivery of leisure facilities Clear audit trail of decisions	Jun-22	A	A	Updated by AD on 28/04/2022 Legal meetings ongoing in relation to exit period. Option appraisal approach shared with Leadership 13/04/22 for comment. Health and wellbeing service development planning research underway. Further update to Cabinet 03/05/22 to reflect updated legal advice, risks and decisions required. (change control re: date reprofiling)	AD 31/05/22 Cabinet report drafted for 22/06/22 Leisure Management Options.	
	Sandwell Children’s Trust						MJ: The SCT intervention will run alongside the council-wide interventions. There will be	MJ: 27.5.22: The SCT intervention will run alongside the council-wide interventions.	

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S1.2.A	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	Improved performance on KPIs and Service Level Agreements in the contract	In place – Measure quarterly through reporting framework to ensure embedded	G	G	scheduled updates between SCT arrangements and the Commissioners through the Improvement Plan and quarterly meetings with the independently appointed Chair of the Trust Improvement Board.	There will be scheduled updates between SCT arrangements and the Commissioners through the Improvement Plan and quarterly meetings with the independently appointed Chair of the Trust Improvement Board.	Partnerships and Relationships
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	Improved outcomes for children and young people in Sandwell	In place and Ongoing	G	G	MJ: The governance arrangements remain in place including the addition of the newly established meeting to include the Chair of the Trust Board, Lead Member, CEO of the Trust and DCS.	MJ: 27.5.22 : The governance arrangements remain in place including the addition of the newly established meeting to include the Chair of the Trust Board, Lead Member, CEO of the Trust and DCS.	
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	Refreshed Corporate Parenting Strategy and Early Help Strategy Successful implementation of SMART action plans to deliver the strategies across the partnership	Sep-22	G	G	MJ: Strategic priorities are shared across the partnership and include joint work with SCT in relation to corporate parenting and early help.	MJ: 27.5.22: Strategic priorities are shared across the partnership and include joint work with SCT in relation to corporate parenting and early help.	
S1.3.A	Waste Contract Refocused and strengthened contract management meetings in line with contract requirements: -Waste Board -Senior Strategic Contract Meeting -Operational Contract Meeting -Fleet Replacement Focused Steering Group	Director - Borough Economy	Improvement in quality score for street cleansing. Reduction in missed bins. Revised terms of reference and standard agendas in place for contract management meetings.	Jun-22	A	A	AD 05/05/2022 (DW) Final revisions to standard agendas and revised data reporting for the Senior Management Meeting underway in May 2022. Waste Board Annual Reporting schedule being drafted for June 2022. (change control re: date reprofiling)	AD 31/05/2022 Waste Board on 31/05/22 agreed revised Terms of Reference. Revised reporting in place, covering key highlights and fuller analytical report. Outline of SMBC contract monitoring also received. Serco drafting of Annual Report for year ending 31/03/22 in progress.	Commercial and procurement- waste contract Corporate Oversight- perf management
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		as above	Sep-22	A	A	AD 05/05/2022 (DW) Individual scoring has been completed, the moderation meeting with procurement officer and the social value officer booked for 9th May pending confirmation from those on leave. (change control re: date reprofiling)	AD 31/05/2022 Contract award in progress to Frith consultants.	
S1.3.C	Waste Contract Introduction of a more focused framework for contract monitoring		Development of contract management framework and introduction of a regular performance dashboard and monitoring.	Apr-22	Complete	Complete	complete	complete	Procurement and Commercial
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		Value for money benchmarked with other authorities. Contract review complete, recommendations reviewed and adopted as appropriate	Sep-22	G	G	As above tender (S1.3B) (merge)	As above tender (S1.3B) (merge)	
S1.3.E	Waste Contract Resolution of Industrial Relations issues		GMB agree that issues addressed and stand down industrial action	Dec-21	Complete	Complete	complete	complete	
	ERP System								

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S1.4	Implement Cabinet approved action plan to deliver Oracle Fusion	Director - Finance Director - Business Strategy & Change	Oracle Fusion implemented within agreed timescales and budget				See updates 1.4A- 1.4E	See updates 1.4A- 1.4E	Corporate Oversight
S1.4.A	Terminate implementation partner contract with InoApps	Director - Finance Director - Business Strategy & Change Director - Law & Governance	Termination of contract completed	In progress	Complete	Complete	complete	complete	
S1.4.B	Procure new support provider to deliver Oracle Fusion	Director - Finance	Oracle Fusion implemented within agreed timescales and budget	Jul-22	A	G	Procurement process on track to complete in July – amend date to end of July 2022 via change control. Amber Status rating ahead of the change control process leading to a reprofiled date. 9.5.22 MM.	Tender launched for support provider with closing date of 17th June. This is an extension of two weeks following requests from suppliers. Timetable still allows for the evaluation process to be completed and contract awarded before the end of July. 6/6/22 SH	
S1.4.C	Review operational team to ensure there are appropriate resources in place during implementation phase	Director - Finance Director - Business Strategy & Change	Any gaps in operational capacity identified and options developed for addressing gaps	Feb-22	Complete	Complete	complete	complete	
S1.4.D	Project management training for all of project team, including Project Sponsors	Director - Business Strategy & Change	All of project team attend project management training	PM methodology agreed - December 2022 Implementation of training - July 2022	G	G	NC 5/5/22 - Training in progress of being delivered between May and June	NC 8/6/22 First round of Prince 2 Training delivered to staff within the Oracle Fusion project and staff with project management within their job role	
S1.4.E	Implement robust project management arrangements	Director - Finance Director - Business Strategy & Change	Project management methodology refreshed and adopted, including risk management approach SRO confirmed Oracle Fusion implemented within agreed timescales and budget	Jun-22	Complete style="background-color: #4CAF50;">G	Complete style="background-color: #4CAF50;">G	Completed – revised Project Management and governance arrangements in place. (Completed in May 2022) 9/5/22 MM 5/5/22 NC - SOCITM and interim project manager are engaged and providing robust project management support	complete NC 8/6/22 - no further update	
S1.5	Lion Farm Action plan to agree way forward and resolve matter								
S1.5.A	Brief Cabinet on options			Completed December 2021	Complete	Complete	complete	complete	
S1.5.B	Presentation of proposal by developer to Cabinet			Completed December 2021	Complete	Complete	complete	complete	
S1.5.C	Options appraisal report to Cabinet for approval of way forward	Director - Regeneration & Growth	Action plan in place that addresses recommendations of external review with achievable timescales. Implementation of action plan	12-Jan-22	Complete	Complete	complete	complete	

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S1.5.D	<ul style="list-style-type: none"> Implement approved way forward 		Action plan in place with achievable timescales Clarity of responsibility for both council and developer within action plan	As per action plan for approved option	G	G	11/05/2022 as per March update	Respective legal advisers in final stage of negotiations to agree the terms of Expert Determination Process	Procurement and Commercial
S1.6	Develop and publish Regeneration Pipeline, including dates for delivery, and regularly report on progress	Director - Regeneration & Growth	Comprehensive Regeneration Pipeline published to underpin significant regeneration and development in Sandwell in period 2022-2027.	Mar-22	Complete	Complete	TM- 06/05/2022-the development and approval and publication of the Regen Strategy was completed on 24th March 22 (the Cabinet decision to approve) and the report detail confirmed that the regular reporting on progress would be six monthly to Cabinet with the first of these due in the Autumn covering 1 April – 31 Sept 2022.	Resource requirements for implementation of a number of schemes on the Pipeline are being scoped and discussed; Approval has been given by DLUHC for the Towns Fund Schemes for Smethwick and Rowley Regis to be implemented which represents a £42m capital investment. A microsite to promote and explain all 63 projects in the Pipeline is in development with a selected contractor.	
S1.7	Refresh decision making arrangements including role of Scrutiny	Director - Law & Governance	Updated executive procedure rules (including Forward Plan), council procedure rules, scrutiny arrangements, updated scheme of delegation for officers, and implementation of Phase 2 of ModGov and CIVICO.	Jul-22	G	G	ST 16/5/22: Governance Review is progressing with an initial 5 workstreams. Contract Procedure Rules, Financial Regulations and Council Procedure rules are being revised for approval at July Council. Scrutiny Review to be completed by July Council and any changes reported to July Council Governance and Constitution Committee meeting on 27 May to consider progress and agree timescales for each workstream and the methodologies for the reviews. Member Development Plan work underway and being progressed - completion expected by July. LGA have been engaged. Member Induction updated and in process of being implemented. MDP Strategy being drafted and will be considered by the Ethical Standards and Member Development Committee in June / July.	RJ 14/06/22: Scrutiny work planning event held 13/06 supported by the Centre for Scrutiny and Governance	
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"> o Review of procurement thresholds 	Director - Finance	P&CPR reviewed and incorporate key learning including policies, procedures, record keeping, timescales Future major procurements are conducted within appropriate timescales	Jul-22	G	G	As March update – review complete and awaiting Council approval (which I believe is now June) 9.5.22 MM	As April update, although Council date now July. 06/06/22 SH	

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S2.1.B	<ul style="list-style-type: none"> Financial Regulations 	Director - Finance	Financial Regulations updated within timescale	Jul-22	G	G	As per March – review on track to be completed and approved at July Council. 9.5.22 MM	As April update 06/06/22 SH	Decision making
S2.1.C	<ul style="list-style-type: none"> Scheme of Delegations (including delegated decision making on hosting events) 	Director - Law & Governance	<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>	Jul-22	A	A	<p>ST 16.05.22: Scheme of delegation to be progressed alongside Member/Officer relationship work (with the support of the LGA).</p> <p>Discussion underway with the LGA and programme of work/engagement being agreed with the LGA.</p> <p>Scheme of delegation to be refreshed and referred for approval at October Council.</p> <p>Review of decision-making, report writing etc. to be part of the review - working with officers and members over the coming months before the Scheme of Delegation is approved.</p>	RJ 13.06.22: Scheme of Delegation scheduled for discussion at Governance and Constitution Committee on 24 June to gain steer on the date to refer Scheme of Delegation to Council for approval.	
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	Clear frameworks in place and applied across the council	May-22	G	G	5/5/22 - no additional update	NC 8/6/22 - recruitment underway for Corporate Transformation Manager role, additional funding also agreed for AD-Transformation role	Corporate Oversight- programme and project management
S2.1.E	<ul style="list-style-type: none"> Develop template for Corporate Projects which includes Options Appraisals and Business Case 	Director - Finance	Comprehensive template in place that supports effective decision making at all levels	Jan-22	Complete	Complete	complete	complete	
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	Clear protocol on Land Disposals and Options Agreements approved by Council	Aug-22	G	G	11/05/2021 CH (DW) This is now drafted and is in the process of being finalised.	08/06/2022 CH (DW) The Sale of Land Protocol is drafted and I is part of a pack on constitutional changes that is going to Council for approval	Decision making
S2.1.G	Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management	Director - Law & Governance	<p>Attendance by all appropriate officers</p> <p>Appropriate decision making at all levels</p>	Oct-22	A	G	ST 16.05.22: Programme of training and development on effective decision-making and good governance to be rolled out between July and Sept 2022.	Corporate Governance documents to be refreshed and referred to Council in Dec 2022 (this enables all changes to the constitution to be made which provides the evidence base for the Corporate Governance documents).	Organisational Culture
		Director - Finance					On track for October although dependent on Council approving revised Constitution in July. SH 06/06/22		

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S2.2	Develop and implement Commercial Strategy:	Director - Finance	Commerical Strategy agreed within timescale Identifies achievable income generating workstreams	22-Jul	G	G	On track. Draft Commercial Strategy received from C Co for review. 9.5.22 MM.	As April update.	Strategic Direction
S2.2.A	<ul style="list-style-type: none"> Training for officers and workshops to develop strategy 	Director - Finance	Attendance of all appropriate officers at training and involved in workshops	Feb-22	G	G	As above. Training is next step so date needs to change – will check target dates with C Co. 9.5.22 MM.	Workshops completed in January. Training to be scheduled in next - SH to check dates with C Co.	Organisational Culture
S2.2.B	<ul style="list-style-type: none"> Commercial Strategy developed 	Director - Finance	Commerical Strategy agreed within timescale Identifies achievable income generating workstreams	May-22	G	G	On track. Draft strategy received from C Co for review. 9.5.22 MM.	Draft strategy received from C Co. Leadership Team to review in June.	Strategic Direction- Strategy development and refresh
S2.2.C	<ul style="list-style-type: none"> Business case for two workstreams developed 	Director - Finance	Robust business case for workstreams delivered	Jun-22	G	G	On track. Draft strategy received from C Co for review. 9.5.22 MM.	One business case likely to be completed before the end of June. Second business case is likely to be delayed as C Co have recommended running the training programme as the next step so that relevant officers have the right knowledge and skills to identify opportunities and develop business cases.	
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 value for money, and is effectively managed. 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. 	Director - Regeneration & Growth	Corporate Asset Management System procured and in place, and supporting flexible working Timely decisions made on disposal of surplus assets Value for money derived from use of council assets	Sep-22	G	G	11/05/2021 CH (DW)On track for Cabinet in September.	08/6/2022 CH (DW) The Asset Management Strategy is still on course for September Cabinet.	Strategic Direction- Strategy development and refresh

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S2.4	Develop a 30-year Housing Revenue Account Strategy, utilising sector expertise from Savills	Director - Housing	30-year strategy developed	01-Apr-23	G	G	11/05/22 RJ – Review of stock data due this month. On track for April '23 approval of plan.	On track for approval by April 2023. HRA Business Plan session planned with Savills on 23rd June. SH 8/6/22	Strategic Direction
S2.5	Refresh and embed the Corporate Procurement Strategy, ensuring that lessons from previous activity are incorporated and local spend is increased:	Director - Finance	Achieving action plan in CPS Outcomes identified in CPS	Jul-22	G	G	On track 9.5.22 MM.	On track. 06/06/22 SH	Strategic Direction- Strategy development and refresh
S2.5.A	<ul style="list-style-type: none"> Conduct spend analysis 	Director - Finance	Spend analysis conducted and used to inform refresh of CPS	Jul-22	G	G	On track – external provider now commissioned to undertake spend analysis and should be completed in June. 9.5.22. MM	As April update 06/06/22 SH	
S2.5.B	<ul style="list-style-type: none"> Develop Social Value Policy 	Director - Finance	Social Value Policy adopted by Council SVP aligns to Corporate Plan and Fairer Sandwell Principles	Jul-22	G	G	On track. 9.5.22 MM.	As April update 06/06/22 SH	
S2.5.C	<ul style="list-style-type: none"> Address capacity issues within the Corporate Procurement Service to refresh and deliver the Corporate Procurement Strategy 	Director - Finance	Procurement Team has appropriate skilled capacity	Jan-22	G	G	As previous update. Interim resources have resolved immediate issue but restructure planned for the Autumn to put long term solution in place. 9.5.22 MM.	As April update 06/06/22 SH	
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	Key contract performance discussed at LT regularly Report to Cabinet regularly	Mar-22	G	G	Update by RJ 28.04.22: As per March update - framework in place in line with March target date. Preparations to be made for Q1 reporting.	RJ update: 26.05.22: Framework approved in line with March target date. Preparations being made for Q1 reporting.	Corporate Oversight- Performance management
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	Sign off by Cabinet and/or Council as appropriate	February 2022 to review Refresh – timescale TBD	Complete	Closed	Update by RJ: 28.04.22: Intention to revisit values within the organisational culture theme. New action to be crafted around this within the Single Improvement Plan.	RJ 07.06.22: Action incorporated within organisational culture theme within single Improvement Plan (see SN8.2 and SN8.3). Action to be closed.	

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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. 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 	Ethical Standards and Member Development Committee Executive Director - Law & Governance Head of Leader's Office	MDP addresses both corporate and portfolio specific learning needs Members take-up of development programme and offers of support including member personal development plans Compliance with Member Code of Conduct No issues identified in future external reviews/assurance Healthy and regular dialogue between senior leaders, groups and whips In the event that legacy issues arise, they are dealt with appropriately and learned from	Updated programme developed - July 2022 Implementation from August 2022	G	G	ST 16.05.22: Member Development Plan work underway and being progressed - completion expected by July. LGA have been engaged. Member Induction updated and in process of being implemented. MDP Strategy being drafted and will be considered by the Ethical Standards and Member Development Committee in June/July.	As per last month's update	Organisational Culture- Member learning and development
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	No issues identified in future external reviews/assurance Behaviour framework developed and agreed	Apr-22	A	Closed	RJ update 28.04.22: Leadership Team have revisited the behaviour framework approach, and focus within the Single Improvement Plan will shift to actions that establish the desired organisational culture, and creating the right environment for that culture to thrive. Action will be re-crafted within the Single Improvement Plan. Amber rating to reflect review of approach as part of Improvement Plan formation	VL 26.05.22 Updated action within organisational culture theme of single Improvement Plan (see SN8.2 and SN8.3). Action to be closed.	Organisational Culture- Establish org culture
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	Programme implemented Managers attending Engagement survey feedback that managers are demonstrating values and expected behaviours	Jul-22	A	A	NC 5/5/22 - dependency with S3.3 approach and work completed on this may need to be reprofiled and reviewed in line with the work undertaken on previous action. RJ: Amber rating to reflect review of approach as part of Improvement Plan formation	VL 26.05.22 Revised delivery date in accordance with SN8.3. RJ 07.06.22: Revised delivery date and plan is reflected in single Improvement Plan. Amber rating reflects slippage against the timescale originally profiled.	Organisational Culture- Officer learning and Development
S3.5	Engage LGA to support officers and members to develop the relationship going forward. (Linked to values/behaviours/codes review)	Chief Executive	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.	Feb-22	G	G	RJ 16.05.22: LGA engaged and supporting work to develop executive and MDP. Ongoing action	As per last month's update	Organisational Culture- Officer and Member relationships

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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	Positive outcome from Peer Review	Informal Cabinet every Wednesday	G	G	ST 16.05.22: Meetings re-established.	Ongoing action.	Organisational Culture- Officer and member relationships
		Leader	Key topics covered in meetings				Separate Meetings also being had by MD Commissioner and Monitoring Officer with Leader and other Group Leader.		
		Director - Law & Governance	In the event that legacy issues arise, they are dealt with appropriately and learned from				Personal Development Plans to be prepared in respect of each Member – July 2022		
		Cabinet Members					Executive Development Plan being progressed – LGA involved in supporting and helping to develop the Executive. Further work to progress the Exec MDP ongoing.		
		Leadership Team							
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.								Corp Oversight- Improvement planning, monitoring and learning
K4.1	Develop Improvement Plan to address the recommendations and report on progress regularly: -Leadership Team – monthly -Leader's Briefing – monthly -Cabinet – progress update monthly and formal reporting quarterly -External Audit – six months/annually	Chief Executive	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	Plan approved - January 2022 Progress reported regularly	G	G	Update by RJ 28.04.22: Improvement Plan being prepared and due for approval at Council 7th June. Regular monitoring in place with Leadership Team and Leader's meeting monthly.	RJ 08.06.22: Improvement Plan approved by Council 07/06/22 including monitoring approach to Leadership Team Monthly and Cabinet Quarterly.	Corporate Oversight- Delivery Plan
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	Continuous Improvement Plan in place and adopted across the council Improvements made as a result of interventions set out in CIP	May-22		A	NC 9/5/22 (DW): Arrangements in place to understand good practice from other LA's. However lack of resource currently available to scope and deliver the project. Discussion scheduled to address resource issues.	NC 8/6/22: Funding approach approved by Council 07/06 to provide additional capacity corporately around performance management. This will free up corporate resources to deliver on the continuous improvement plan. Revised timescales contained within the single Improvement Plan to reflect resource availability.	Corporate Oversight
K4.3	Develop and implement an improvement plan to address recommendations from CIPFA's Financial Management Review	Director - Finance	Plan in place by end January 2022 All recommendations from CIPFA review implemented Improvement of star rating	Jan-23	G	G	On track 9.5.22 MM	On track. 06/06/22 SH	Single improvement plan
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.								Organisational Culture- CEx recruitment Strat direction- Strat development and refresh
K5.1	Conduct robust recruitment process for permanent Chief Executive designed to attract the best candidates	Commissioner	Chief Executive appointed	Sep-23	Not Yet Started	Not Yet Started		RJ: Reviewing options for recruitment timescales pre / post Christmas.	Organisational Culture- CEx recruitment

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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	National positive profile of Sandwell increased High quality candidates apply for Chief Executive role	Dec-22	G	G	5/5/22 NC: no further update	NC 8/6/22: Strategy continues to be implemented effectively. Service Managers across the organisation briefed on plan and key themes for communications to take place for the remainder of the year	Strat direction- Strat development and refresh
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.								Strategic direction - consultation and engagement proc and commercial - new system proc
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	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, responsibility and delegated authority	Ongoing	G	G	KA 05/05/22: first monthly report of Customer Experience and Finance performance data presented to Leadership Team 27/04/22. This will be built upon during the year. Work progressing in readiness for Q1 reporting against Customer Experience, Organisational Health, Finance and Corporate Plan measures, and progress against Corporate Plan actions.	As per April update	Corporate Oversight- perf management
		Director - Business Strategy & Change							
K6.2	Explore implementation of a corporate performance management system	Director - Business Strategy & Change	Options appraisal and business case developed, aligned with budget plan	Aug-22	G	G	KA 05/05/22: update as April 2022, resource focused on development of Single Improvement Plan. Timescale to be reprofiled to reflect resource availability	RJ 08.06.22 Timescale has been reprofiled as resources have been focused on development of Single Improvement Plan.	Procurement and Commercial- new system procurement
K6.3	Develop, implement and monitor progress of Directorate and Service level plans to deliver the Corporate Plan	Director - Business Strategy & Change	Directorate and Service Level Plans in place	Mar-23	A	G	KA 05/05/22: approach for regular monitoring of Corporate Plan progress in development, to be discussed with LT before end of Q1	RJ 08.06.22 Approach for quarterly monitoring	Corporate Oversight- perf management
		Leadership Team	Clear lines of accountability, responsibility and delegated authority						
K6.4	Ensure public consultation results are incorporated into Performance Management Framework, including on budget development	Director - Business Strategy & Change	Key measures incorporated into PMF and influencing improvement actions	Jul-22	G	G	5/5/22 - Procurement in progress to commission support with undertaking resident survey, Leadership Team engaged with design of survey and questions to be used	8/6/22 NC - Procurement for residents survey support successfully completed, working group also now established to ensure sustained resident engagement following completion of the survey	Strategic direction- consultation and engagement
		Leadership Team							
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.								Organisational culture- member learning and development
S3.2	Member Development Programme		see update at S3.2						See entry for S3.2
S3.6	Continue with regular weekly meetings between Cabinet Members and Leadership Team to address knowledge gaps and facilitate discussion on key issues		see update at S3.6						See entry for S3.6
K7.1	Develop forward plan for All Member Briefings based on themes of work/areas for development	Director - Law & Governance	Terms of reference for briefing meetings and agendas in place. Maintain importance of informal and safe space. More regular meeting pattern in place - balancing needs of responding to issues in a timely manner	March 2022 and then ongoing	G	G	ST 16.05.22: Rolling programme and ongoing action. No issues identified	ST 16.05.22: Rolling programme and ongoing action. No issues identified	Organisational Culture- member learning and development

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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.								Corp Oversight- Improvement planning, monitoring and learning
K4.1	<ul style="list-style-type: none"> Leadership Team - monthly Cabinet - quarterly External Audit – six months/annually 		see update at K4.1						See entry for K4.1
I1	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.								org culture- officer and member relationship
S2.1.C	Refresh key corporate governance documents including: <ul style="list-style-type: none"> Scheme of Delegations and decision-making framework (including delegated decision making on hosting events) 		see update at S2.1C						See entry for S2.1.C
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		see update at S3.2						See entry for S3.2
S3.6	Continue with regular weekly meetings between Cabinet Members and Leadership Team to address knowledge gaps and facilitate discussion on key issues		see update at S3.6						See entry for S3.6
I1.1	Continue to adopt “Star Chamber” approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	Star Chamber sessions held in Summer 2022 Discussion inform development of robust MTFS	Summer 2022	G	G	As previous update. 9.5.22 MM	On track. 06/06/22 SH	organisational culture- officer and member relationships
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.								org culture- member learning and development
S3.2	Member Development Programme: <ul style="list-style-type: none"> Induction programme Corporate governance training 		see update at S3.2						See entry for S3.2
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.								Corporate oversight- performance management
K6.1	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		see update at K6.1						See entry for K6.1
K6.3	Develop, implement and monitor progress Directorate and Service level plans to deliver the Corporate Plan		see update at K6.3						See entry for K6.3
I4	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.								decision making- role and function of scrutiny and audit
I4.1	Implement sharing of the Cabinet Forward Plan to Audit Committee and Scrutiny Board	Director - Law & Governance	Chairs of ARAC and Scrutiny Boards receive Forward Plan and use it to determine future agendas	Immediate	Complete	Complete	complete	complete	complete
I5	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).								organisational culture- officer and member relationships
I1.1	Continue to adopt “Star Chamber” approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	see update at I1.1						See entry for I1.1
I5.1	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	Senior officers and members have oversight of budget position	Achieved	Complete	Complete	complete	complete	Corporate Oversight - Budget Monitoring
I6	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.								org culture- officer and member relationship
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			S3.1					See entry for S3.1

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I6.1	Build organisational health metrics into performance management framework, including 'pulse' checks on organisation's wellbeing	Director - Business Strategy & Change	Leadership Team understand the organisational health of the council and implement action to address issues 'pulse' surveys held to capture intelligence on	Ongoing	G	G	NC 5/5/22 - No additional update	8/6/22 NC: Employee engagement survey results received and shared with Leadership Team, directorate level results now being presented and shared via DMT's	Corporate oversight- performance management	
		Director - Human Resources	IIP assessment takes place, and any issues identified addressed							
I7	<p>Officer and Member Relationships</p> <p>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.</p>								org culture- member learning and development	
S3.2	Develop and implement Member Development Plan		see update at S3.2							See entry for S3.2
I8	<p>Officer and Member Relationships</p> <p>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.</p>								Corporate oversight- performance management	
S2.1.C	Refresh key corporate governance documents including: •Scheme of Delegations and decision-making framework (including delegated decision making on hosting events)		see update at S2.1C							See entry for S2.1.C
K6.1	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		see update at K6.1							See entry for K6.1
K6.3	Develop, implement and monitor progress Directorate and Service level plans to deliver the Corporate Plan		see update at K6.3							See entry for K6.3
K6.4	Ensure public consultation results are incorporated into Performance Management Framework, including on budget development		see update at K6.4							See entry for K6.4
I9	<p>Officer and Member Relationships</p> <p>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</p>									
I9.1	Build benchmarking of financial and service performance into performance management framework	Director - Finance	Benchmarking information included in regular reporting to Leadership Team and Members	Mar-22	G	G	Benchmarking partially included in Performance Management Framework. CIPFA to be commissioned to do further work on this. 9.5.22 MM	As April update 06/06/22 SH	Corporate oversight- performance management	
		Director - Business Strategy & Change	Benchmarking used to inform focus of improvement activity							
I10	<p>Officer and Member Relationships</p> <p>The Council should continue its more outward looking approach is sustained and develop key local and sub-regional relationships.</p>									
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	Regular and active presence regionally and sub-regionally e.g. WMCA Board Opportunities linked to Sandwell priorities maximised	Review on a quarterly basis	G	G	11/05/2022- TM- following our presentation to BCLEP funding group, a decision was taken to allocate £500,000 to Sandwell Metropolitan Borough Council for 22/23 to support delivery of regeneration strategy and pipeline priorities.	Sandwell Council representatives are actively engaged in discussions and negotiations relating to the WM Trailblazer Devolution Deal, Ministerial Letter on Lep Integration and priorities for UK Shared Prosperity Fund together with WMCA, Met LA's and LEP's. Discussions also in train with BCLEP about remediation funding for a housing site in West Bromwich.	partnership and relationship- regional and sub-regional presence	
		Chief Executive								
		Director - Regeneration & Growth								
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						
I11	<p>Officer and Member Relationships</p> <p>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.</p>									

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I11.1	Deliver the Communications Strategy and align resources to delivery	Director - Business Strategy & Change	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	Ongoing	G	G	9/5/22 NC – No additional update	NC 8/6/22: Strategy continues to be implemented effectively. Service Managers across the organisation briefed on plan and key themes for communications to take place for the remainder of the year	Strategic direction- Strategic dev and refresh (restructure) org culture- member learning and dev
I12	Officer and Member Relationships 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.								Decision making- Role and function of Scrutiny and audit
S3.2	Member Development Programme		see update at S3.2						See entry for S3.2
I13	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: •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.								Partnerships and Relationships - Sandwell Children's Trust
S1.2.A	Sandwell Children's Trust 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		see update at S1.2A						See entry for S1.2.A
S1.2.B	Sandwell Children's Trust Establish and maintain positive relationship between SMBC and SCT at senior officer and member level		see update at S1.2B						See entry for S1.1.B
S1.2.C	Sandwell Children's Trust Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivering of Early Help services		see update at S1.2C						See entry for S1.2.C
I14	Sandwell Leisure Trust 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.								Proc and commercial- Leisure contract
S1.1A-C	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		see update at S1.1 A-C						See entry for S1.1
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.								org culture- officer learning and development decision making- constitution and governance framework Strategic direction- strategy development and refresh
S2.1.E	Refresh key corporate governance documents including: • Develop template for Corporate Projects which includes Options Appraisals and Business Case		see update at S2.1E						See entry for S2.1
S2.1.G	Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management		see update at S2.1G						See entry for S2.3
S2.3	Develop a Corporate Asset Management Strategy which is aligned with relevant Council property		see update at S2.3						
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.								Strategic direction- strategy development and refresh
S2.3	Develop a Corporate Asset Management Strategy which is aligned with relevant Council property		see update at S2.3						See entry for S2.3
I17	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: •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.								Proc and commercial- SEND transport decision making- Role and function of scrutiny and audit

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I17.1	SEND Transport - Plan in place to ensure new contract commences prior to expiry of current arrangements	Director - Children & Education	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	Sep-22	G	G	RJ update from SM (25.04.22): New procurement exercise in place and will be out to market in Spring in readiness for September.	MJ 27.5.22: New procurement exercise now out to market. Closing date 15 June 2022 for Implementation on 1 September 2022.	procurement and commercial- SEND transport
I17.2	ARAC Chair concludes fact-finding exercise and reports to ARAC	Director - Law & Governance	Completion of fact-finding exercise and formation of recommendations	Feb-22	Complete	Complete	ST: 16.05.22: Action completed March 2022	Complete.	complete
I17.3	SEND Transport - Implement recommendations from the Scrutiny review of existing and proposed provision of SEND transport	Scrutiny	Recommendations implemented SEND transport provision improved	Vast majority Recommendations – implemented early 2022.	G	G	RJ update from SM 25.04.22: On track to implement recommendations in line with the procurement timeline (as per update report given to Scrutiny in Feb 2022).	MJ 27.5.22: New procurement exercise now out to market. Closing date is Monday 13 June 2022, for Implementation on 1 September 2022. This falls within the Project Management Board milestones.	procurement and commercial- SEND transport
		Director - Law & Governance Director - Children & Education							
I18	<p>SEND Transport</p> <p>For the conclusion of the SEND Transport procurement and for all future major procurements, the Council should ensure that:</p> <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 								procurement and commercial- SEND transport
S2.1.A	<i>Review of Procurement and Contract Procedure Rules</i>			see update at S2.1A					See entry for S2.1.A#
I18.1	SEND Transport - Appropriate record keeping in place for procurement of SEND Transport contract	Director - Finance Director - Children & Education	Records of decisions made, and declarations of interest held on file	Contract in place to start September 2022	G	G	RJ: 25.04.22 As per Feb update - Project Mgmt Board in place.	MJ 27.5.22 - Project Management Board is now in place, this board reviews activity detailed in the Project Management Plan for SEND Transport.	procurement and commercial- SEND transport
I19	Sandwell Land and Property								decision making- constitution and governance framework
S2.1.E	<i>Refresh key corporate governance documents including:</i> •Develop template for Corporate Projects which includes Options Appraisals and Business Case			see update at S2.1E					See entry for S2.1
S2.1.G	<i>Design and deliver Corporate Governance training for officers to include refreshed governance documents and contract management</i>			see update at S2.1E					See entry for S2.1
I20	Sandwell Land and Property								decision making- constitution and governance framework org culture- officer learning and development
I20.1	Refresh the existing arrangements for arms-length companies: •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	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	Jul-22	G	G	ST: 16.05.22: All relevant information still being collated ahead of commencement of the review. Review and actions on track for completion by July 2022.	As per last month's update	
I20.2	Incorporate training on company roles and responsibilities in senior officer development plan	Director - Human Resources	All existing company directors have	Mar-22					decision making- constitution and governance framework

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I20.2	Incorporate training on company roles and responsibilities in senior officer development plan	Director - Business Strategy & Change	received appropriate training on their roles	Mar-22				NC 8/6/22: Work being undertaken by Legal & Governance to update duties and responsibilities of company directors, to be completed by end of July, propose to realign delivery date so that training takes place following completion of this work	
I21	<p>MADE Festival</p> <p>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.</p>								decision making- constitution and governance framework
S2.1.C	Review Scheme of Delegation, and include delegated decision making on hosting events		see update at S2.1C						See entry for S2.1
I21.1	Decision making process and authority to be communicated with event organisers and stakeholders	Director - Borough Economy	Event organisers and stakeholders clear on decision making arrangements Decisions made at appropriate level in a timely manner	Following agreement of Scheme of Delegation Then ongoing	Complete	Complete	complete	complete	complete
I22	<p>Waste Service</p> <p>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.</p>								proc and commercial- waste contract corporate oversight- perf management
S1.3.A	Refocused and strengthened contract management meetings in line with contract requirements			see update at S1.3A					See entry for S1.3
I22.1	Waste and Recycling Recovery Plan – completion and implementation	Director - Borough Economy	Approved by Waste Management Board Regular monitoring and reporting on progress to WMB Performance re: •Complaints •Enquiries to contact centre •Fly tipping clearance	Jun-22	G	Complete	Updated by AD on 28/04/2022 Reporting remains in development phase across all tiers, with Waste Board in May to receive revised reporting and revised agenda.	Waste Board received revised reporting 31/05/22. Action now complete.	Procurement and commercial
I22.2	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	Approved by Waste Management Board Regular monitoring and reporting on progress to WMB Performance re: •Complaints •Enquiries to contact centre •Fly tipping clearance	Jun-22	G	G	Updated by AD on 28/04/2022 Street cleansing recovery plan comments provided by SMBC to Serco awaiting final version for adoption.	AD 31/05/22 awaiting final version and new equipment order	Procurement and commercial
I22.3	Include key contract performance measures in Corporate Performance Management Framework, as well as Performance re: •Complaints •Enquiries to contact centre •Fly tipping clearance	Director - Borough Economy	Regular monitoring and reporting of progress	Jun-22	G	G	Updated by AD on 28/04/2022 Joint approach to the adoption of contract monitoring software to support the requirements for a joint data portal is now in development. First software demonstration complete 27/04/22, investigation of Council's procurement software contract monitoring module in progress. Potential ICT pilot in discussion phase.	AD 31/05/22 Leadership report in draft for 08/06/22 to use Intend procurement system contract management module. Approach agreed with Serco	Corporate Oversight

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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	Improved performance in street cleansing standards Increased monitoring of the Waste & Street Cleansing Contract Reduced missed collections for waste and recycling Future Scrutiny review to confirm improvements embedded	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	Complete	Complete	complete	complete	complete
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 line with Council expectations and the data is available to allow effective monitoring of contract outcomes.								proc and commercial- waste contract
S1.3.A	Refocused and strengthened contract management meetings in line with contract requirements		see update at S1.3A						
S1.3.B	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		see update at S1.3B						See entry for S1.3
S1.3.C	Introduction of a more focused framework for contract monitoring		see update at S1.3C						
I24	Waste Service The Council should ensure that the investments specified in the contract with Serco are made, such as a new vehicle fleet.								Procurement and Commercial- waste contract
S1.3.A	Refocused and strengthened contract management meetings in line with contract requirements		see update at S1.3A						See entry for S1.3
I24.1	To manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	The delayed fleet replacement in line with the contractual requirements in terms of provision of vehicles	By the proposed revised date of end January 2022	G	G	Updated by AD on 28/04/2022 No deliveries for waste fleet due during this period.	AD 31/05/22 No further deliveries due for waste fleet during this period	Procurement and Commercial- waste contract
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.								Procurement and Commercial- lion Farm
S1.5A-D	Action plan to agree way forward and resolve matter		see update at S1.5 A-D						See entry for S1.5
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.								Procurement and Commercial- lion Farm
S1.5.A-D	Action plan to agree way forward and resolve matter		see update ay S1.5 A-D						See entry for S1.5
S1.7	Refresh decision making arrangements		see update at S1.7						See entry for S1.5
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.								Decision Making - Constitution and Governance Framework
S2.1.A	Review of Procurement and Contract Procedure Rules		see update at S2.1A						See entry for S2.1
S1.2.F	Review the Sale of Land and Buildings Protocol in the Council's Constitution		see update at S1.2F						See entry for S1.2
I28	Introduction of new ERP system The Council must prioritise corporate effort to: •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.								Corporate oversight- ERP Corporate oversight- Programme and project management
S1.4.A-D	Actions options for moving forward and project management arrangements		see update ay S1.4 A-D						See entry for S1.4
S2.1.D	Corporate approach to Project Management, including requirement of full business cases for major projects		see update at S1.2D						See entry for S2.1

Governance Review Improvement Plan

Reporting Period: 13 May - 7 June 2022

To be reviewed and updated for monthly monitoring

Ref	Action	Responsible Lead	Measure of Success	Delivery Date	April Status	May Status	April 2022 update	New Update (May 2022) (initial and update)	Improvement Plan Theme Transferred to	
S2.1.E	Develop template for Corporate Projects which includes Options Appraisals and Business Case			see update at S2.1E						See entry for S2.1
I28.1	Agreement with Oracle to extend all necessary EBS support	Director - Business Strategy & Change Director - Finance Director - Human Resources	Agreement in place to provide EBS support to cover period of implementation of Oracle Fusion	End December	Complete	Complete	complete	complete	complete	
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	Appropriate processes followed in the event of a departure of a chief officer by mutual consent	Updated programme developed - July 2022 Implementation from August 2022	G	G	ST: 16.05.22: Member Development Plan to include training on this area to develop the capability in readiness for the lifting of the statutory notice.	As per last month's update	org culture- member learning and development	
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.									
K5.1	Conduct robust recruitment process for permanent Chief Executive designed to attract the best candidates		see update at K5.1						See entry for K5.1	
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	Member Development Programme		see updates at S3.2						See entry for S3.2	
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	Member Development Programme		see updates at S3.2						See entry for S3.2	
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	Compliance with Member Code of Conduct Appropriateness of complaints raised	May-22	G	G	ST 16.05.22: See response to s3.6 above. Meetings with other key members such as Chief Whips etc to be progressed – timetable of meetings with Agendas being worked up.	As per last month's update	org culture- officer and member relationships	
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	Member development programme		see updates at S3.2						See entry for S3.2	
I34.1	Work with the Chair of ARAC through Audit Committee Agenda meetings to manage the position	Chief Executive Director - Law & Governance	Should matter arise in future, it is dealt with quickly	Feb-22	G	G	ST 16.05.22: ongoing	Ongoing	decision making- role and function of scrutiny and audit	

Governance Review Improvement Plan

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Ref	Action	Responsible Lead	Measure of Success	Delivery Date	April Status	May Status	April 2022 update	New Update (May 2022) (initial and update)	Improvement Plan Theme Transferred to
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								Corporate Oversight-Improvement Planning, Monitoring and Learning
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	Robust action plan in place, with interdependencies identified, in readiness for budget process 2022/23 External Audit satisfied that action plan addresses all recommendations	Mar-22	G	G	On track and specific recommendations covered elsewhere (e.g. Oracle Fusion and Financial Reporting) 9.5.22 MM	As April update 06/06/22 SH	
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.								Corporate oversight- Performance management
K4.3	Develop and implement an improvement plan to address recommendations from CIPFA's Financial Management Review		see update at K4.3						See entry for K4.3
I1.1	Continue with 'Star Chamber' sessions for budget setting		see update at I1.1						See entry for I1.1
I36.1	Regular budget monitoring reporting to Leadership Team and Cabinet, embedded within corporate performance management framework	Director - Finance	Regular monitoring and reporting of progress	Mar-22	Complete	Complete	Completed. 9.5.22 MM.	Completed. 9.5.22 MM.	Corporate oversight- Performance management
I37	Financial Reporting Management should ensure the Finance team has appropriate skills and capacity to manage the Council's financial reporting responsibilities.								Corporate oversight- Organisational Structure and Enabling Corporate Core
I37.1	Comprehensive specialist technical training for whole of Finance Team	Director - Finance	Training delivered Minimal errors in 2021/22 Accounts as reported in the AFR	Mar-22	Complete	Complete	complete	complete	