

The Cabinet

**21st March, 2018 at 10.00 am
at the Sandwell Council House, Oldbury**

Present: Councillor Eling (Chair);
Councillors Carmichael, Costigan, Hackett,
D Hosell, Khatun, Moore, Shackleton and Trow.

Apologies: Councillors E M Giles, Hickey and Underhill.

In attendance: Councillors Ashman, Edis, P Hughes and White.

42/18 **Declaration of Interest**

In relation to Minute No. 47/18 below (Extension of Free Swimming – 2018/19 and 2019/20 (Key Decision Ref. No. SMBC11/03/2018)) Councillor P Hughes declared a non-pecuniary interest on the basis that he was a Board Member of Sandwell Leisure Trust. He did not take part in the discussion.

43/18 **Minutes**

Resolved that the minutes of the meeting held on 28th February, 2018 be confirmed as a correct record.

Strategic Items

44/18 **Financial Regulations (Key Decision Ref. No. SMBC13/03/2018)**

The Leader of the Council and Cabinet Member for Core Council Services sought approval to update the Council's Financial Regulations.

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The Council, as a body using public resources, was obliged to set and follow the highest possible standards of financial control and stewardship. The Financial Regulations provided the Council with procedures to follow that would ensure the Council's expected standards were met in managing public assets and money. In addition, officers could be confident that in the event that they had to justify their actions to Members, auditors, management or the public they would have no difficulties, provided they had followed procedures.

The Financial Regulations were last reviewed and updated in 2015-2016. A review therefore had been conducted by the Section 151 Officer and apart from a change in presentational style, there were no significant changes required at this time, with the exception of an increased virement limit for Chief Officers in line with key decisions and as detailed in the section on Financial Procedures:

- a Chief Officer may exercise virement on budgets under his/her control for amounts up to £250,000 or 1% of the approved Gross Expenditure budget, whichever was the greater, on any one sub division during the year, following notification to the Chief Finance Officer and under arrangements agreed by the full council;
- virements up to £250,000 or 1% of the approved Gross Expenditure budget, whichever was the greater, may be exercised between budgets managed by different Chief Officers subject to the approval of all Chief Officers affected by the virement and following consultation with the appropriate Cabinet Members. Written confirmation of the agreed virement should be forwarded to the Chief Finance Officer and reported to Cabinet via the next appropriate financial monitoring report;
- virements above £250,000 or 1% of the approved Gross Expenditure budget must be approved by Cabinet. The previous limits were set at £200,000.

Resolved to recommend to Council that the Financial Regulations, as now submitted, be approved.

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45/18

Procurement and Contract Procedure Rules (Key Decision Ref. No. SMBC13/02/2018)

The Cabinet Member for Core Council Services sought approval to the revised Procurement and Contract Procedure Rules.

It was reported that a Lean Review of the Corporate Procurement Service identified that there was a need to reduce non-value-added processing activity, enable services to work smarter and clarify roles and responsibilities both within the Procurement Service and across the Council. The Procurement and Contract Procedure Rules were updated in 2016 following this review to reflect updated regulations and provide clarity of roles and responsibilities at all levels of the Council.

Since the Lean Review, the Council had agreed the Vision 2030. The successful delivery of which would depend upon strong partnership relationships and the ability of the Council to adopt innovative ways of working. In some cases, this would mean a focus on co-design and co-production with other agencies, rather than a traditional procurement process, to achieve significant outcomes. The Procurement Service would have a key role enabling the Council to achieve Vision 2030 by:

- building a collaborative approach to Social Value, engaging commercial organisations to maximise local outcomes;
- enabling the Council to fully exploit opportunities for collaborative working with partners to achieve value for money;
- the building of resilient, compliant, ethical and sustainable procurement practices that are fit for purpose now and in to the future.

Further changes to the Rules were required to enable the Council to achieve its ambitions under Vision 2030. Changes were also required to take advantage of streamlined processing and to release resources in the Corporate Procurement Service to focus on providing high quality advice and guidance to the rest of the Council, and achieving value for money from corporate contracts.

The proposed changes to the Procurement and Contract Procedure Rules were as follows:

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Section Heading	Current Rules	Proposed Changes
3: Roles & Responsibilities	Cabinet Member for Core Council Services approves Exemptions to the Rules for Contracts below £250,000 and Minimal Quotes/Tenders	Chief Finance Officer (or Chief Executive when services fall within Chief Finance Officer remit) approves Exemptions for Contracts up to £250,000. Relevant Chief Officer to approve Minimal Quotes/Tenders up to £250,000. Included Service Manager – Procurement responsibilities
7: Procurement Cards	No specific monetary value included – cards used where Purchase Order cannot be used, e.g. online transactions or in place of petty cash. Cannot be used where a contract is in place.	Cards to be used for any requirements up to £250 where no contract is in place. Procurement Card can be used for transactions above £250 where Purchase Orders cannot be used (e.g.in place of petty cash). Cannot be used where a contract is in place.
8: Values and Advertising Thresholds – Table	No provision included for use of procurement cards. Responsibility for procurements above £5,000 sits with Corporate Procurement Team (other than Public Health/Social Care Contracts)	Banding for use of Procurement Cards included. Responsibility for procurement activity below £50,000 moved to Service Areas.
	£100,000 and above 4 Tenders to be obtained.	£100,000 and above 3 Tenders to be obtained.

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	Cabinet Member for Core Council Services would approve minimal quotes/tenders exemption.	Chief Officers to approve where two quotes/tenders received up to contracts of £250,000. Where one quote/tender received, an Exemption is required as in Section 15 below.
10: Provisions Applicable to All Procurement Activity	Provision for Pre-market Engagement and consultation included.	Expanded to include the requirement for an options appraisal to be undertaken to ensure that full consideration is given to Vision 2030, Social Value and working with partners through co-design or co-production. Also, the addition of Allocation of Resources and Authority to Act. Specification clause expanded to include requirement to ensure that Social Value is linked to requirements. Reference to Corporate Procurement Annual Plan. Inclusion of clause to cover General Data Protection Regulation.
11: Contract Award Criteria	60% Price / 40% Quality as standard, with ability to flex to meet needs of the market with approval from Procurement Services Manager	60% Price/40% Quality remains as current Rules. However, officers to consider setting aside 5-30% of the quality score for Social Value (unless SV is included within specification). The Council's Social Value Policy is being updated to align to Vision 2030, but it

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		is anticipated that it will reflect the West Midlands Combined Authority Social Value Policy.
15: Exemptions to Procurement & Contract Procedure Rules	Currently need for approval by Cabinet Member for Core Council Services.	Amendments to responsibilities made to fall in line with council's Scheme of Delegations. Chief Finance Officer (or Chief Executive when services fall within Chief Financial Officer remit) to approve exemptions for contracts up to £250,000. Quarterly report to Cabinet Member for Core Council Services
20: Children / Young People Care, Adult Care and Public Health Contracts	Currently includes reference to one off and specialist providers.	Clauses removed where activity transfers to the approved Exceptions List – removes requirement for exemption for known sole providers included in the list
Appendix B - Exceptions	Not in current Rules	Approved Exceptions List which will be approved quarterly by Chief Finance Officer and Monitoring Officer then reported to Cabinet Member for Core Council Services.

The proposed changes represented a change in practice for commissioning services, taking on responsibility for non-contract purchases up to £250 and quotation activity up to £50,000. In order to ensure a smooth transition to these new arrangements, a transition management plan had been established. This included the development of clear templates, guidance and training for commissioners, as well as support offered by the Corporate Procurement Service. This would include training on the Council's e-tendering portal to ensure that advertising, evaluation and selection was carried out in compliance with the Rules.

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A key change to the Rules was the introduction of the requirement for Commissioning Officers to conduct an options appraisal prior to commencing procurement activity. This would ensure that officers considered all routes to achieving the desired outcomes, such as co-production or co-design. It would also ensure that appropriate levels of pre-market engagement took place to determine what and how the market could deliver. This would not only ensure that specifications were more realistic, but also that discussions could take place with providers around the delivery of added Social Value on contracts.

The Leader of the Council commended the Cabinet Member for Core Council Services and officers for the good work undertaken in reviewing the Procurement and Contract Procedure Rules.

The Chair of the Budget and Corporate Scrutiny Management Board sought clarification on whether:-

- the Council was looking to introduce a Business Charter for Social Responsibility;
- there would be a need to revisit the Rules following Brexit.

In response, the Cabinet Member for Core Council Services confirmed that:-

- the updated Rules would require Commissioning Officers to consider allocating between 5% and 30% of the total evaluation score to the added Social Value that the contract would bring. This increased emphasis on driving added Social Value from contracts would contribute to the achievement of the Vision 2030 ambitions. The Council's Social Value Policy was currently being reviewed to give Commissioning Officers and providers greater clarity on the desired outcomes to be achieved (linked to Vision 2030) and how to build this into procurement and contract management activity;
- the Council was bound by the Public Contracts Regulations 2015 which adopted EU procurement directives into UK Law. When the UK left the European Union, the Council would still be bound by this UK legislation so therefore there would be no impact until the legislation was changed.

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Resolved to recommend to Council that the Procurement and Contract Procedure Rules, as now submitted, be approved.

46/18

Restructure of Procurement Services (Key Decision Ref. No. SMBC10/03/2018)

The Cabinet Member for Core Council Services sought approval to the proposed restructure of Procurement Services.

The Procurement Service had responsibility for ensuring that spend across the Council delivered value for money and procurement activity adhered to corporate policy and legislation. All Council spend came under the remit of this service, with the exception of social care and public health contracts which were the responsibility of dedicated teams.

To enable the service to fully support and drive the delivery of Vision 2030, it was necessary to implement a revised structure of the Procurement Service to make the most effective and efficient use of resources.

The current structure had 28.45 FTE at an annual cost of £1,004,900. A current structure chart was presented showing posts, grades from B to Hay and number of full-time equivalents in each post.

The proposed structure had 23 FTE at grades E to Hay. All job descriptions had been evaluated and grades were confirmed. The proposed structure would be at an initial annual cost of £916,300. This was a reduction of 5.45 FTE, saving approximately £86,800 per annum.

Whilst the proposed structure had fewer posts than the current structure, grades in the new structure reflected the need for officers to take on more responsibility and ensure consistency across the Services.

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The Chair of the Budget and Corporate Scrutiny Management Board sought clarification on whether:-

- the purchase to the Supplies Section at Roway Lane and large-scale Housing Maintenance Contracts came under the remit of the service;
- there was scope that the Adult Social Care and Public Health contracts could ever come under the remit of the service.

In response, the Cabinet Member for Core Council Services confirmed that:-

- all procurement for the Supplies Section at Roway Lane and Housing Maintenance Contracts came under the remit of the Corporate Procurement Service;
- due to the complex nature of social care and public health procurement and contract management activity, there were no future plans for them to come under the remit of the Corporate Procurement Service. However, the two areas did work closely together on developing policy and practices to ensure a consistent approach across the Council.

Resolved:-

- (1) that the proposed structure for Procurement Services, as set out in Appendix 1, be approved;
- (2) that the timetable for the basis of formal consultation for the proposed structure for Procurement Services, as set out in Appendix 2, be approved;
- (3) that subject to Resolution (1) above, the commencement of formal consultation on the proposed structure for Procurement Services, be approved;
- (4) that subject to the formal consultation not producing any material changes to the proposals, the Executive Director – Resources be authorised to implement the proposed structure for Procurement Services, as set out in Appendix 1.

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47/18

Extension of Free Swimming – 2018/19 and 2019/20 (Key Decision Ref. No. SMBC11/03/2018)

The Cabinet Member for Regeneration and Economic Investment sought approval to the continuation of the Free Swimming Initiative in Sandwell.

The scheme allowed adults, who were Sandwell residents, aged 60 and over to swim without charge during public swimming sessions, for seven days per week before 1pm, all year round.

The Free Swimming in Sandwell initiative also allowed for children and young people, who were Sandwell residents, aged 16 years and under to swim without charge during public swimming sessions, for seven days per week, throughout school holiday periods only.

Since the Free Swimming in Sandwell initiative was launched in June 2013, 7,693 adults and 28,145 children and young people who met the criteria had become a member of the scheme. Since April 2015, when the scheme was extended for a further two years, until the end of December 2017, there had been 89,387 swims by residents aged 16 and under (56,884 at Sandwell Leisure Trust's five sites and 32,503 at Places for People's one site) and 157,839 swims by residents aged 60 and over (85,571 at Sandwell Leisure Trust's five sites and 72,268 at Places for People's one site).

Both leisure providers had reported a positive correlation between increased usage of young people and older people at the same time, i.e. young people were often accompanied by parents, grandparents or older carers. This suggested that the Free Swimming initiative encouraged family visits and family interaction.

In response to a question raised by the Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board relating to why there was such a disparity between Sandwell Leisure Trust and Places for People figures, the Cabinet Member for Regeneration and Economic Investment confirmed that there were more opportunities to swim during the day at the Places for People site opposed to Sandwell Leisure Trust sites. This was due to the way that school swimming lessons were managed.

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Resolved:-

- (1) that the Director – Housing and Communities enter into an agreement with Sandwell Leisure Trust and Places for People Leisure to offer free swimming to the following for the financial years 2018/2019 and 2019/2020:
 - (a) children and young people aged 16 years and under (exclusively Sandwell residents only) during public swimming sessions, for seven days per week, throughout school holidays only;
 - (b) adults aged 60 years and over (exclusively Sandwell residents only) during public swimming sessions, for seven days per week before 1pm all year round;
- (2) that the Executive Director – Resources allocate a revenue budget of £234,360 for 2018/19 and £252,633 for 2019/20;
- (3) that the Director – Monitoring Officer make any necessary exemptions to the Council's Contract Procedure Rules to enable the action referred to in Resolution (1) above to proceed.

48/18

Highway Infrastructure Asset Management Policy, Strategy and Plan (Key Decision Ref. No. SMBC14/02/2018)

The Cabinet Member for Highways and Environment sought approval for the Highway Infrastructure Asset Management Policy (HIAMP), Strategy and Plan.

The Council had a statutory duty of care to users and the community to maintain the highway in a condition fit for purpose, as far as was reasonably practicable. The duty was not absolute but decisions must be taken on reasonable grounds with due care and regard to relevant considerations set out in best practice guidance.

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A Code of Practice titled 'Well-Managed Highway Infrastructure' was released in October 2016 as a single document to replace and update the previous codes for the maintenance and management of 'Highways', 'Structures' and 'Public Lighting'. Highways Authorities had until the end of October 2018 to demonstrate compliance with the recommendations of the revised Code of Practice. The HIAMP was aligned to this Code of Practice and defined the Council's policies, strategy and plans for the future maintenance of the highway network.

The HIAMP demonstrated long term highway infrastructure plans to facilitate the Council's strategic ambitions. A key aspect of the HIAMP was the development of lifecycle plans for each critical infrastructure asset including:

- 800km of carriageways
- 1,400km footways and cycleways
- 35,000 street/lights, signals, illuminated signs, traffic signals
- 450 bridges and structures
- 3500km drainage and culverts including 35,000 gullies
- A wide range of other street furniture

It was reported that the Economy, Skills, Transport and Environment Scrutiny Board reviewed the Highway Infrastructure Asset Management Policy, Strategy and Plan and had recommended it for approval.

The Cabinet Member for Highways and Environment commended officers for their hard work in producing the Highway Infrastructure Asset Management Policy, Strategy and Plan and placed on record his appreciation for the Economy, Skills, Transport and Environment Scrutiny Board in reviewing the documents and recommending for approval.

In response to a question raised by the Vice-Chair of the Economy, Skills, Transport and Environment Scrutiny Board relating to whether Neighbourhoods Teams would assist in the asset audit when carrying out their neighbourhood inspections, the Cabinet Member for Highways and Environment responded that a reactive service was currently provided due to the high cost of regular inspections. If a cost-effective procedure was identified, then assistance from the neighbourhoods teams in the process may then be beneficial.

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Resolved that the Highway Infrastructure Asset Management Policy, Strategy and Plan, as now submitted, be approved.

49/18

Request to Obtain Quotations for a Service to Provide Specialist Outdoor Education and Arts Education Staff to SRES to Meet Business Demands for a Four Year Agreement (Key Decision Ref. No. SMBC08/03/2018)

The Cabinet Member for Children's Services sought approval to proceed with a process to tender for a service providing sessional staff to the following Sandwell Residential Education Service (SRES) outdoor centres to a value of up to £120,000 per year, for a four-year period:

Edmond Hall Centre for Outdoor Learning;
Frank Chapman Outdoor Education Centre;
Ingestre Hall Residential Arts Centre;
Plas Gwynant Outdoor Education Centre.

Sandwell's Residential Education Service, specifically the centres named above, needed additional sessional staff to support core employees at times of high demand, to cover absence, and to deliver specific skills. A one-year agreement, to a value of about £90,000, renewed annually with the procurement team, had been in place to secure this over the last few years. This had given flexibility and continuity of service delivery, and had helped the above Residential Centres to remain financially accessible to Sandwell school children.

The proposal would further increase flexibility, efficiency and effectiveness of the service.

Resolved:-

- (1) that the Director – Education, Skills and Employment be authorised to commence a tendering process for a service to provide sessional staff to Sandwell Residential Education Service (SRES) for a period of four years commencing on 1st November 2018 to the following:

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- Edgmond Hall Centre for Outdoor Learning;
- Frank Chapman Outdoor Education Centre;
- Ingestre Hall Residential Arts Centre;
- Plas Gwynant Outdoor Education Centre;

- (2) that the Executive Director – Resources be authorised to allocate up to £120,000 per year for a period of four years commencing on 1st November 2018.

50/18

Commissioning of Integrated Sexual Health Service including Domiciliary Service (Key Decision Ref. No. SMBC12/03/2018)

The Cabinet Member for Public Health and Protection sought approval to include the provision of young people's sexual health targeted domiciliary support into the Integrated Sexual Health Service, delivered as part of the Co-Operative Working Agreement with Sandwell and West Birmingham Hospitals NHT Trust (SWBHT), as agreed by Cabinet on 15th November 2017 (see Minute No. 173/17).

Confirmation from SWBHT to enter into contractual arrangements as a prime provider to deliver Integrated Sexual Health services for Sandwell via Co-operative Working Agreement was agreed with the new integrated sexual health service due to commence 1st April 2018.

The new model of delivery aimed to reduce the provision of specialist, more costly provision by increasing capacity in generic settings backed by a comprehensive self-help offer including e-services and home testing provision. Core service provision included Genito-Urinary Medicine (GUM), Contraceptive and Sexual Health (CaSH) services, Emergency Hormonal Contraceptive provision (EHC), young people provision and sex worker domiciliary provision.

Further to operational mobilisation meetings with SWBHT, it was deemed necessary to revisit the planned model of delivery in the case of young clients not likely to use or access mainstream services i.e. those who were looked after children, youth offenders, known to early help, had learning disabilities, or at risk of harm. Such individuals required additional support to access mainstream services.

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It was therefore required to include young people sexual health targeted domiciliary support as a specialist and necessary component of the Integrated Sexual Health service model via an exemption to the council's Procurement and Contract Procedure Rules.

Resolved:-

- (1) that the Director of Public Health, in conjunction with the Director – Monitoring Officer, include provision of young people's sexual health targeted domiciliary support into the Integrated Sexual Health service delivered as part of the Co-Operative Working Agreement at a total maximum additional cost of £124,600 covering the period 1st April 2018 to 30th September 2021;
- (2) that subject to Resolution (1) above, the Director – Monitoring Officer execute any documentation necessary to include the provision of young people's sexual health targeted domiciliary support within the contract for co-operative working with Sandwell and West Birmingham Hospitals NHS Trust on terms agreed with the Executive Director - Adult Social Care, Health and Wellbeing covering the period 1st April 2018 to 30th September 2021;
- (3) that the Director – Monitoring Officer make any necessary exemptions to the Council's Contract Procedure Rules to enable the action referred to in Resolution (1) above to proceed.

51/18

Approval of British Telecom Change Request CR008 - Black Country Superfast Broadband Project

The Leader of the Council sought approval of British Telecom Change Request CR008, which would extend the Black Country Superfast Broadband Project from 95% to 99.4% coverage and from £6m to £7.6m funding from Broadband Delivery United Kingdom (department of Culture, Media and Sport) and Growing Places.

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It was reported that Sandwell MBC acted as the Accountable Body, on behalf of the Black Country Local Enterprise Partnership, for the Black Country Superfast Broadband Project.

The aim of the project was to initially increase the coverage of superfast broadband in the Black Country to 95% and ensure the remaining 5% had access to broadband. This would enable businesses to expand their customer base rapidly by selling online, obtain free marketing and utilise social media. Faster speeds would enable businesses to upload and download large amounts of data and conduct business through virtual offices and networks.

On 19th January 2017, Black Country Local Enterprise Partnership Funding Applications Sub-Board was advised that the Black Country was well placed to become the first area in the United Kingdom to reach approximately 100% Superfast Broadband coverage. Superfast broadband coverage was originally 91.3% and was targeted to increase to 95% through the original project. It was now believed that coverage of 99.4% could be achieved by the end of March 2019.

The delivery partner British Telecom estimated that a maximum £5.2m would be required to fund the Black Country project to achieve approximately 100% coverage. This could be funded £800k by Broadband Development United Kingdom, £800k from Growing Places and £3.6m by British Telecom.

Broadband Development United Kingdom offered the Black Country funding of £800k on condition that, match funding was provided by the Black Country. A formal change request for the extension of the project was submitted to Broadband Development United Kingdom and Sandwell MBC by British Telecom for agreement.

The Black Country Local Enterprise Partnership Funding Applications Sub Board recommended, approval of an additional £800,000 of Growing Places funding for the Black Country Superfast Broadband project, and that BDUK be notified of the decision in order to secure their offer of funding to the Black Country project.

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Resolved that British Telecom Change Request (CR008) extending the Black Country Superfast Broadband Project from 95% to 99.4% coverage and the funding from £6m to £7.6m from the Broadband Delivery United Kingdom and Growing Places grant, be approved.

Business Items

52/18

Consultation Outcomes and Submission of Mayoral West Midland Combined Authority Governance Scheme for the West Midlands Fire Service

The Clerk to the West Midlands Fire Authority provided an overview of the public consultation evaluation in respect of the Mayoral West Midland Combined Authority (WMCA) Governance Scheme for the West Midlands Fire Service (WMFS) and sought consent to the submission of the Scheme and Consultation results to the Secretary of State for the Home Office, the Home Secretary.

It was noted that the constituent councils had requested an extension to the indicative timeline presented to the Council in October 2017, to allow councils to note the outcomes of the consultation and provide consent to proceed with this direction.

Receipt of the draft order from the Home Office was anticipated following the Summer recess this year. To allow for effective adherence to the timeline, approval was sought to delegate authority to the Leader of the Council and Chief Executive as required, to consider the draft order and provide consent to the order being laid before Parliament to enable the proposed governance changes, on behalf of the Council.

The Leader of the Council and Chair of the Budget and Corporate Scrutiny Management Board were of the opinion that the function of reviewing decisions made by the Mayor of the WMCA in relation to the West Midlands Fire Service should not sit within the proposed Mayoral Fire Advisory Committee but with the WMCA Overview and Scrutiny Committee and that this should be included in the final submission.

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Resolved:-

- (1) that the outcomes of the West Midlands Fire Service Governance Scheme formal public consultation, be noted;
- (2) that the submission of the Scheme together with the results of the Consultation to the Secretary of State for the Home Office, so as to enable the transfer of governance of West Midlands Fire Service (WMFS) from West Midlands Fire and Rescue Authority (WMFRA), to the Mayoral West Midlands Combined Authority (WMCA), be agreed;
- (3) that the Chief Executive, in consultation with the Leader of the Council, approve the draft order received from Government to be laid before parliament, to enable the changes for West Midlands Combined Authority to assume governance of West Midlands Fire Service;
- (4) that the changes to the indicative timeline presented to the Council on 17th October 2017 (Minute No. 87/17), be noted.

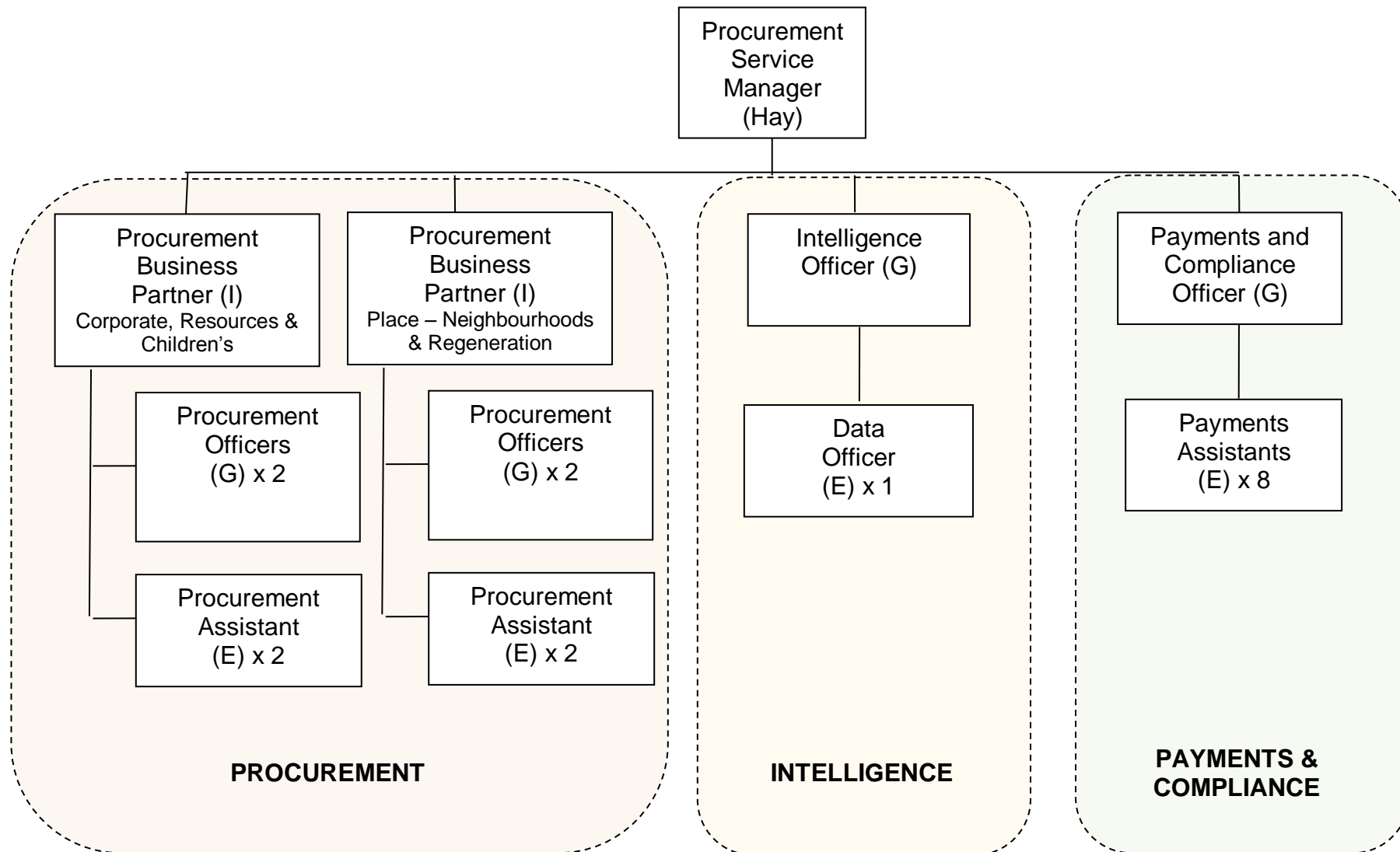
53/18

Minutes of the Cabinet Petitions Committee taken on 15th February, 2018

The minutes of the meeting of the Cabinet Petitions Committee held on 15th February 2018 were received.

(Meeting ended at 10.46 am)

Contact Officer: Amarjit Sahota Democratic Services Unit 0121 569 3188
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Appendix 2

Date (2018)	Activity
21 March	Formal report to Cabinet to agree structure and give approval to enter formal consultation period and appoint to structure
22-26 March	Call-in period <i>Assuming Cabinet's decision is not called in by Scrutiny, the following activity will commence:</i>
26 March – 24 April	Formal consultation with employees and Trade Unions (30 calendar days) on job roles and recruitment process - Q&A session, FAQs, 1-1/group meetings with management/TUs/HR, meetings with TUs, intranet site with all information available to all
25 April	Agree final structure and selection process following consultation. <i>Assuming no material changes to structure or job roles, carry out selection process as follows:</i>
25-27 April	Conduct Job Matching between current and new posts
30 April – 8 May	Inform of outcome of Job Matching and invite any appeals against decision with supporting evidence (one week)
10-11 May	Hold appeals for job matches
14-25 May	Inform staff of outcome of any appeals of job matching Confirm job matching Invite applications for non-matched posts
28 May- 15 June	Carry out competitive selection process for non-matched posts, appointing from top of new structure down
18-29 June	Appeals against appointment decisions (two weeks)
29 June	Finalise selection process and new structure
1 July	New Procurement Services structure in place