

Agenda

Budget and Corporate Scrutiny Management Board

Thursday, 2 February 2023 at 6.00 pm
At Council Chamber - Sandwell Council House, Oldbury

- 1 Apologies for Absence**
- 2 Declarations of Interest and Party Whip**

Members to declare any interests and party whip matters in relation to the agenda.
- 3 Minutes** 5 - 14

To confirm the minutes of the meeting held on 12 January 2023 as a correct record.
- 4 Additional Items of Business**

To determine whether there are any additional items of business to be considered as a matter of urgency.
- 5 Resident Engagement** 15 - 26

To consider and comment upon the new framework for resident consultation and engagement.
- 6 Organisational culture, values and behaviours** 27 - 54



To consider and comment upon the proposed actions and direction of travel for organisational culture, values and behaviours.

7 **Cabinet Forward Plan** 55 - 70

To consider items on the Cabinet Forward Plan.

8 **Budget & Corporate Scrutiny Management Board Work Programme** 71 - 74

To consider the Budget & Corporate Scrutiny Management Board's work programme for 2022/23.

Kim Bromley-Derry CBE DL
Managing Director Commissioner
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Distribution

Councillor Moore (Chair)
Councillors Anandou, Fenton, E M Giles, Simms, Trumpeter, Akhtar,
H Bhullar, Hinchliff and Taylor

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Minutes of Budget and Corporate Scrutiny Management Board

Thursday, 12 January 2023 at 6.00 pm
In Council Chamber at Sandwell Council House, Oldbury

Present: Councillor Moore (Chair);
Councillors Anandou, Bhullar, Giles, Fenton and Taylor.

In attendance: Rebecca Maher (Head of Finance), Abi Asimolowo (Finance Business Partner), Sarah Sprung (Senior Lead Officer - Business Strategy & Change), Gillian Douglas (Director of Housing), Dawn Winters (Assistant Director - Libraries, Archives, Information Services), Kate Ashley (Strategic Lead – Service Improvement), Surjit Tour (Monitoring Officer and Director of Legal Services), Suky Suthi-Nagra (Democratic Services Manager) and Anthony Lloyd (Democratic Services Officer).

1/23 **Apologies for Absence**

Apologies were received from Councillors Trumpeter, Hinchliff and Simms.

2/23 **Declarations of Interest**

There were no declarations of interest made.



3/23

Minutes

Resolved that the minutes of the meetings held on 29 November 2022 and 6 December 2022 are approved as a correct record.

4/23

Additional Items of Business

There were no additional items of business to consider as a matter of urgency.

5/23

Q2 Budget Monitoring 2022/23

It was reported that at its meeting held on 7 December 2022, the Cabinet considered the 2022/23 Budget Monitoring report for Quarter 2 and referred the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.

In total, the overall projected outturn position for the General Fund in 2022/23 was an overspend of £1.927m. Whilst the projected overspend had reduced since the previous quarter, it was still important to reduce the use of reserves in 2022/23. The recent pay award to Council staff, inflation, Adult Social Care placement costs and shortfalls in income from garages and markets were identified as main contributors for the overspend. Significant costs had also arisen from project work as a result of the governance review. Vacancy controls had been put in place since October 2022 and officers were actively trying to reduce the use of reserves as much as possible. A further report detailing Q3 monitoring would be received by Cabinet in February 2023.

In response to questions from members, it was confirmed that directorates that underspend can utilise the remaining funds in following years, if approved by Leadership Team. If the unspent funds were not used, the first step would be to ensure that the general reserves fund was prioritised. The Head of Finance highlighted details around delayed and future savings in the report and agreed to provide members with figures for the target savings of the current financial year. Members noted that the majority of the planned proposed savings were in place before the cost of living crisis and, therefore, inflation precautions within the budget were underestimated. Future budgets would consider higher inflation rates.

Discussions ensued regarding the significant overspend by Sandwell's Children's Trust (SCT). It was stated that many of the current issues faced by SCT were not directly within their control but, instead, impacted by external factors. A national shortage of social workers meant that retention and recruitment was difficult due to competition with other authorities. Supplements had been introduced to both new and existing staff to assist recruitment and retention; this was a significant drain on financial resources but was necessary to ensure critical safeguarding posts were filled. Limited availability of residential placements for children had also caused significant cost to the Council as rates had increased in-line with demand.

Frequent meetings between the Council and SCT were in place to monitor the performance and finances of the Trust. Despite difficulties, the recent value for money review found that governance arrangements at SCT had improved and relationships were much stronger. The recent Ofsted inspection was deemed positive.

In response to further questions, the following answers were provided:-

- The possibility of in-house residential places was being investigated.
- Officers would confirm if the Government's published reports around the reformation of children's services at local and national levels had been reviewed.
- Social workers were currently allocated 16.5 cases on average, meeting the target of a maximum of 18 cases per social worker.
- More information would be provided to members on how we were currently looking after our social workers.

Reserves would not be used to balance the budget next year.

The Board thanked officers for their attendance and had no specific recommendations for the Cabinet to consider on the budget at this point.

Performance Management Framework – Q2 Monitoring

Council approved a corporate Performance Management Framework (PMF) on 12 April 2022, to address the recommendations of the Governance Value for Money Review by Grant Thornton and as a key element of the Council's Improvement Plan. Since April, the corporate PMF had been further refined and built into business processes. Reporting on Q1 was presented to Budget and Scrutiny Management Board on 13 October 2022. The report on Q2 sought to build on the intelligence gathered for Q1 and offered the opportunity to assess in year progress.

There were four key components to the Corporate PMF. Combined, these provided the oversight and intelligence the council needed to determine progress in delivering the Corporate Plan and how the organisation was performing in key areas. The amount of actions on track had increased although several actions that were listed as "red" had also increased. Further improvements were expected in Q3.

Organisational health

During Q2, an average of 5.29 working days per employee were lost due to sickness. This was against a target of 3.86. The largest cause of sickness was absence due to stress, depression and mental health, followed by infection and muscular-skeletal problems. COVID was deemed the main source of the "Infection" absence. A detailed review was scheduled to take place to analyse causes and trends in sickness absence.

The total percentage of leavers and starters was lower than the previous financial year. The number of apprentices had also dropped from 69 to 48.

Financial Performance

Several KPIs that did not meet their performance target were highlighted to the Board. A backlog of work was currently being experienced in relation to the number of days taken to process Housing Benefit Changes in Circumstances. Good progress had been made and performance would most likely improve within the next quarter.

Sandwell Children's Trust (SCT) had seen improvement in comparison to Q1. The Trust was able to bring the number of children unallocated for longer than 5 days figure down to zero in September 2022. This was a red rated KPI at Q1. The total number of children in care, as of September 2022, had also decreased. The general trend across statistical neighbours for the last 12 months has been an increase in the rate of children in care, whereas in Sandwell the rate has fallen.

However, difficulties had remained with recruiting social workers. Three project teams were in place providing interim capacity whilst the Trust continued to recruit to the workforce. Three cohorts of AYSE (assessed and supported year in employment) social workers had joined the Trust.

The high cost of placements, as well as recruitment and retention issues, meant that SCT were forecasting an overspend, against the MTFP, of £570k as at the end of Quarter 2.

Significant improvement had been reported regarding the governance, contract management and overall performance of the SERCO contract. 100% compliance with all governance meetings had been met and on-going conversations were taking place to discuss potential penalties on performance, if necessary. Missed bin monitoring was underway following disruptions in the summer, however, food waste collections had been positive and continued to improve. Street cleansing, data, reporting and systems, annual plans and contractual compliance were all areas for focus moving forward.

A brief update was provided regarding Sandwell Leisure Trust. Services would formally cease after 2 May 2023 and interim contract management measures were in place. Retrospective reports would be provided to the Board at a later date.

Customer Experience

It was noted that all contact centres experienced reduced performance during Q2. The main reasons identified for the reduced performance were staff vacancies and recruitment difficulties; this was estimated to continue to impact performance moving into Q3. Additional workload due to ICT issues, Energy Rebate requests and additional support to customers due to the on-going cost of living crisis also affected performance.

Timescales for responding to Subject Access Requests (SARS) and Freedom of Information (FOIs) requests were below target, however, a slight improvement had been made when compared to Q1. Several system limitations had been identified which impacted data validity. A manual data analysis had commenced to resolve the issue.

In response to questions from members, the following clarification was given:-

- Further information would be provided on the impact of COVID related illnesses on the workforce.
- Directorates had received data from the resident engagement survey and a further breakdown and analysis was taking place.
- HR was currently investigating and identifying the key causes of stress, poor mental health and depression on staff.
- Staff were provided with information on good mental health practice via the wellbeing hub.
- Occupational Health initiatives such as the encouragement to exercise and take frequent breaks were highlighted.
- It was confirmed that a re-run of the staff survey would take place in Summer 2023.
- Further information would be provided in relation to the capital funding required for the replacement of street lights.
- A customer journey plan was currently underway to address the issues of increased demand on the Council's contact centres.

Officers were thanked for their attendance and had no specific recommendations for the Cabinet to consider on the performance management framework at this point.

7/23

Cost of Living

The Director of Housing was invited to address the Board.

It was noted that the Council recognised the key role it had to play in supporting residents through the Cost of Living crisis, with the high levels of inflation and spiralling energy costs having a particular impact.

The Council already had several initiatives in place to help reach out to those in need of assistance; a dedicated webpage had been created to provide “Cost of Living Advice” to Sandwell residents, signposting those who required help where possible. Further initiatives such as the training of 80 “cost of living champions” had taken place with further champions to be identified and trained. The Library service had also agreed to utilise the community bus which would be promoted in due course. Residents could also contact Citizens Advice for further assistance and guidance.

The Household Support Fund was being used in various ways to provide support such as the provision of free school meals during holiday periods as well as providing support to care leavers. A significant increase in the number of referrals received for the Local Welfare Scheme had been witnessed and those in debt were receiving support in a more holistic way although difficulties were still experienced with reaching private sector tenants.

A cross-council piece of work to help assist those who were in debt to multiple areas of the Council was underway. In some circumstances, this could result in intervention and/or debt write off. The Council tax support fund had been agreed and announced for 2023/24.

In total, 486 winter warmth packets had been distributed and a further 114 remained for distribution; winter support packs for pets were also in place. Go Play provision had been expanded by 30 sessions between December 2022 and March 2023, the next grant cycle had been rewritten. Proposed revised actions around improving food networks were also commencing to identify need. A focussed effort was on-going to ensure families were not stuck in temporary accommodation, although, it was highlighted that the opening of Manifoldia Grange had been delayed due to water hygiene issues. Work was scheduled to start in Q4 to help tenants downsize.

Investigations into tackling loneliness and isolation within the Borough had taken place and the Health and Adult Social Care Scrutiny Board were examining the concerns further. Additionally, the Better Mental Health programme had been assessed and extended. Employee benefits were being widely promoted with 579 employees signed up in November 2022 and events were taking place to highlight employee benefits, wellbeing and cost of living advice to staff members.

“Warm Space” details were provided to the Board who noted the hard work carried out by staff and volunteers over the Christmas period. Libraries were open for a total of 150 hours over the Christmas and New Year period including at least one library being open on Christmas Day, Boxing Day and New Year’s Day. 1,879 customers had used a warm space during this time. Donations of presents, jumpers and food parcels were handed out to those in need.

Members suggested that any further recommendations regarding the Cost of Living item be reported to the Safer Neighbourhoods and Communities Scrutiny (SNAC) Board to assist their current Scrutiny Review. It was also agreed that the SNAC Board would receive regular updates on the current position of Manifoldia Grange and invite ward members to those meetings.

In response to queries from the Board, it was confirmed that Libraries would remain flexible and welcoming to those who wished to bring pets to warm spaces. Members were minded that the Council were doing their best to ensure that no one felt left behind. Teams were currently running home checks on a prioritised basis to reach tenants that may not be able to communicate with the Council. Leaflets detailing advice on the crisis had been delivered to those living within the borough and following comments on some residents not receiving these leaflets, officers undertook to investigate.

Members noted the difficult circumstances that officers had to operate in and thanked them for their hard work.

8/23

Scrutiny Review - Customer Journey

The Chair of the Budget and Corporate Scrutiny Management Board proposed the creation of a working group to further investigate the Customer Journey Scrutiny Review. The invitation was open to the Board. Councillors Moore, Giles, Fenton, Anandou, Bhullar and Taylor all agreed to be a member of the working group.

Resolved:-

- (1) that the draft Scoping Document for the Customer Journey Scrutiny Review, as now submitted, be approved;

- (2) that a working group be established to further investigate the Customer Journey Scrutiny Review comprising of the following members:

Councillors Moore, E M Giles, Fenton, Anandou, Bhullar and Taylor.

9/23

Cabinet Forward Plan

After consideration by members of the Board, no items within the forward plan were considered for pre-decision scrutiny.

10/23

Budget & Corporate Scrutiny Management Board Work Programme

The “Update on the review of procurement and contract procedure rules” item, that was originally scheduled for consideration at the Board’s meeting on 2 February 2023, was provisionally deferred to a later meeting that was to take place on 29 March 2023.

Meeting ended at 7.56pm.

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Budget and Corporate Scrutiny Management Board

2 February 2023

Subject:	Resident Engagement
Director:	Kim Bromley-Derry – Managing Director / Commissioner
Contact Officer:	Kate Ashley – Strategic Lead: Service Improvement Sarah Sprung – Senior Lead Officer: Service Improvement Claire Sanderson – Lead Officer: Service Improvement

1 Recommendations

- 1.1 That the Board considers and comments upon the new framework for resident consultation and engagement.

2 Reasons for Recommendations

- 2.1 Ensuring that the views of residents inform our service planning and decision making is important to officers and members across the Council.
- 2.2 Regular engagement and communication with residents is a cornerstone of the Council's role and is a key driver of producing better local outcomes. Improved engagement with residents' forms part of the recommendations emerging from Sandwell MBC's recent inspections. The Council undertook its first residents' survey in 1988 but has only occasionally repeated this exercise, the last time being in 2017 to









support development of Vision 2030. Regular consultation on budgetary plans has not been conducted with residents since 2010, although annual consultation is carried out with non-domestic rate payers.

2.3 Such major surveys are a critical element of an effective performance management framework and when undertaken regularly provide vital trend information. This intelligence can be used to inform service design and strategic decision making. Over time they can:

- Demonstrate good or poor service performance (e.g. benchmarking).
- Provide an objective case for changes to policy and practice.
- Counter predetermined solutions, challenge assumptions and practice, organisational culture and stimulate corporate working.
- Facilitate engagement as democratic right.
- Offer transparency, and the potential for scrutiny, local voice, citizen research and co-production.
- Help us better understand how various personal identities, (such as race, ethnicity, sex, gender, disability, etc.), shape resident experiences.
- Help us to understand how equal, diverse and inclusive we are being as an organisation.
- Help understand patterns, preferences and choices of our diverse communities.
- Help us better understand the diversity of our residents and their experiences of inclusion.
- Help understand patterns, preferences and choices.
- Give insight into needs, otherwise perhaps hidden or assumed, and future demand.
- Illuminate specific place issues (the borough is not 'mono').
- Enable targeting of both groups and places.
- Support external funding bids.
- Assist with partnership working.
- Gain wider credibility for the local authority.



3 How does this deliver objectives of the Corporate Plan?

	Consultation and engagement with our residents has a positive impact on all strategic outcomes in the Corporate Plan, it enables informed decisions to be taken when developing and planning services.
	
	
	
	
	

4 Context and Key Issues

- 4.1 In Spring 2022 Leadership Team approved proposals to undertake a resident wellbeing and perception survey and a separate budget consultation. They also requested that officers develop proposals for a longer-term approach to resident consultation and engagement.
- 4.2 In May 2022 the Council commissioned Enventure, a market research agency, to conduct a borough-wide residents' survey to support evidence-based policy, service delivery and performance management. This was a large-scale quantitative survey covering several themes and particularly aligned to LGA Benchmarking resident satisfaction surveys (June 2022 was used).
- 4.3 The survey was undertaken by telephone, with an adult sample that was designed to be representative of the wider borough by gender, age, ethnicity, employment status and geography. Provision was made for communicating with typically under-represented, or 'hard-to-reach' groups and respondents whose first language is not English through community groups and networks and the use of translators and interpreters.



- 4.4 The residents' survey secured 1,062 responses, which is a sample large enough to provide statistically highly reliable findings at the borough level and sufficient responses to examine the results by sub-groups including at town level. These will be analysed in detail by the Research & Intelligence Team to inform a programme of dissemination within the Council and more widely.
- 4.5 The Budget Consultation was also delivered by Enventure and followed the same format as the Resident Survey.
- 4.6 Results from the resident survey and the budget consultation were included with the Q2 Performance Report presented to this Committee on 12 January 2023.

5. Tenant Engagement

5.1 The council undertakes comprehensive resident engagement which includes:

- The establishment of a Tenant and Leaseholder Scrutiny Group (TSLG) made up of 7 Tenants and 2 Leaseholders who have so far reviewed 2 service areas in housing and are about to embark on their 3rd piece of work
- The Tenant Audit Group set up this year and after undergoing training over the summer they recently completed their first Audit and some of their recommendations will be being implemented by Housing starting this month
- The Neighbourhood Partnerships teams are working with a variety of groups across the borough on the issues that concern them, including drop-ins, surveys about the use of parks and other open spaces, setting up tenants and residents' groups, fundraising
- Tenants have also contributed to consultations on the Annual Report to Tenants, potential changes to the style of the Housing webpages and a tenant conference being planned for 2023
- Neighbourhood Partnerships Officers continue to take an Asset Based Approach to support residents to bring about positive change in their local areas
- To create a baseline for Tenant Satisfaction, MEL Research has undertaken a comprehensive survey of a sample cohort of tenants to check levels of satisfaction with the Housing Service.



- There has also been a Tenant Celebration Event, Tenants have been involved in codesigning the Tenant Engagement Model

5.2 To further improve tenant engagement, the service is also:-

- Planning a tenant newsletter
- Constantly looking to identify other opportunities for tenants to influence housing services
- Aiming to conduct an annual tenant survey in June 2023

6. Children and Young People Engagement

6.1 Sandwell carries out a variety of engagement activity with children and young people including:

- The development and co-design with young people of a young people's corporate plan.
- The management of a Youth Forum (the SHAPE Forum) - which involves young people in development of services in Sandwell. Members provide a voice for young people across Sandwell and have been consistently used as a consultative body for various initiatives concerning young people.
- A Care Leavers' Forum to listen to the views of care leavers and to feed those into the Council's strategic planning.
- The deployment of a SHAPE survey. The SHAPE survey consults with children and young people ranging from the age of 8 – 18 years on the five themes:-
 - Staying Safe
 - Being Healthy
 - Enjoying and Achieving
 - Making a Positive Contribution
 - Economic Wellbeing

6.2 In 2022, an online survey was developed for Primary School children from years 5 and 6 and Secondary School children from years 7 – 13. The link to the survey was distributed to all Primary, Secondary, Special Schools and Pupil Referral Units (PRUs) in Sandwell. The survey results have been shared with Council Directors, Cabinet Members, the wider workforce of the council and partner agencies including schools, Police, NHS, CCG and the voluntary sector.



6.3 A key element of sharing the survey results across the Council and with key stakeholders is to understand what work is already taking place to address issues identified in the survey results. Following this process any gaps in addressing these key issues will be highlighted and recommendations put forward to relevant agencies.

7. The Future of Resident Consultation and Engagement

7.1 Following Leadership Team's request to develop proposals for future activity in this area, a Council Wide Group [the Group] was established, with key individuals from across the nine directorates who are involved or have an interest in consultation and engagement. Membership of this group includes a representative from the Equality and Diversity Team, the lead officer for tenant engagement, and the lead for engaging with children and young people.

7.2 Ensuring that consultation and engagement activity offers opportunity for all of our residents to participate, and that this intelligence is fed into the council's decision-making is paramount and is a central consideration for the Group. Particular areas of focus include: -

- Ensuring people with one or more protected characteristics have the same opportunity to participate and we put in place inclusion measures to encourage and enable residents to access our surveys, with reasonable adjustments if needed.
- That the data gathering ensures we are asking the right questions to understand what our diverse residents think about our services and about their experiences of living and working in Sandwell. In particular, what difficulties/challenges/barriers they have or are experiencing as a Sandwell resident with one or more protected characteristic(s).

7.3 The Group mapped current activity across the Council, researched best practice and developed options for Leadership Team to consider.

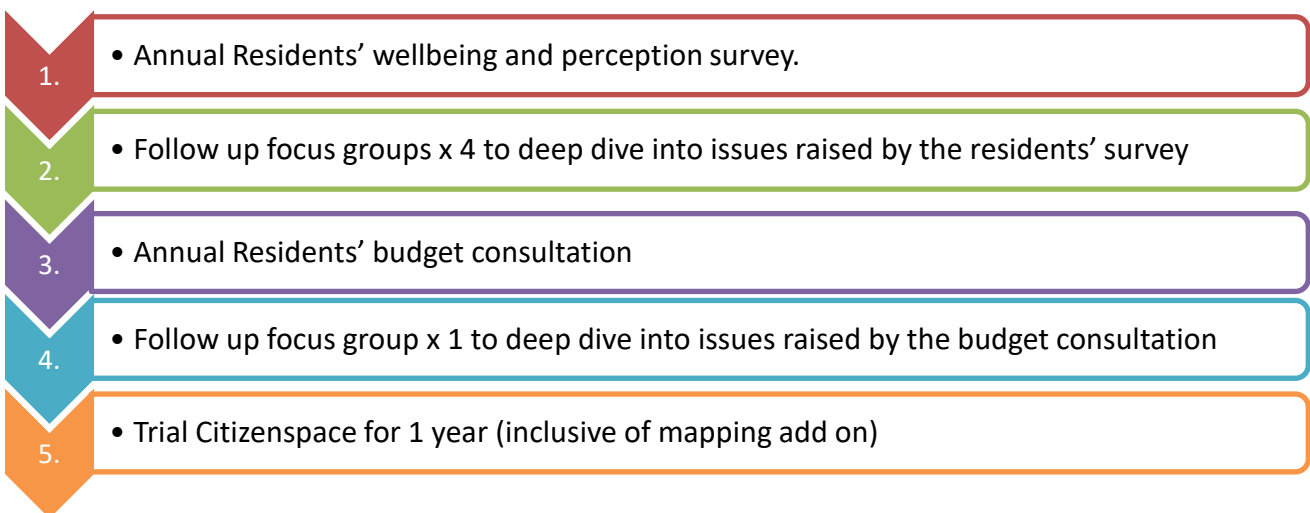
7.4 At its meeting on 22 November 2022 Leadership Team considered the findings of the Group together with the options for the future structure of resident engagement.



- 7.5 Leadership Team felt that the results of resident survey and the budget consultation in 2022 had a constructive impact on the Council. Positive feedback boosted staff morale, and the wider results allowed learning opportunities and direction for how we could improve. The findings from both surveys provided a foundation for the 2023/24 business planning process over Autumn 2022.
- 7.6 With this in mind, Leadership Team were committed to building on the foundation established in 2022 and approved proposals for a corporate approach to consultation and engagement, ensuring a consistency in approach to activity across the Council and maximising opportunities to share our collective intelligence.

Resident Consultation & Engagement Framework

7.7 The framework agreed by Leadership Team is set out below: -



7.8 Annual Residents Survey and follow up focus groups: committing to running an annual survey will allow the Council to build its intelligence, track and compare progress and understand how our services are perceived by residents. The survey will continue to be based on the LGA benchmark survey which allows us to understand our performance compared to other local authorities which then provides the opportunity to learn from other Councils and deliver improvements locally. The LGA benchmark questions will be supplemented with further questions to boost our local intelligence. For example, in 2022 we added questions relating to climate change, digital connectivity and social isolation.



The focus for the follow up focus groups will be determined from the survey results and will allow us to develop our understanding of residents' views in key areas.

Specific requirements in relation to a representative sample of the borough's population will be set for this activity, meaning that the sample size will be circa 1,100.

7.9 Annual Residents Budget Consultation and follow up focus group: year on year the Council has to make difficult decisions about where to prioritise spend. With increasing demand and a reduction in resources to deliver services, information about what is important to our residents and what they value the most is a vital part of the budget setting process. The follow up focus group will allow us to further understand residents' views in specific areas.

Specific requirements in relation to a representative sample of the borough's population will be set for this activity, meaning that the sample size will be circa 1,100.

7.10 Citizenspace: Citizenspace offers a platform to consult consistently and visibly, to feedback on outcomes and importantly to be transparent. It is used by many local authorities and government agencies to manage consultation activity. The diagrams below detail how we will be able to utilise Citizenspace.



Inform the public

Publish key documents, notices or policy drafts



Consult online

Build convenient, time-saving response forms



Get responses

Collect input from the public and stakeholders



Analyse results

Export, report and feed back on your findings



Build beautiful, informative maps that ask people questions



Collect geospatial responses from citizens and stakeholders



Analyse, filter, report and export your data in one place



Publish responses as data for transparency and accountability



As part of the package we will be purchasing the mapping/spatial add on to enable us to run spatial consultations via this platform. Given the statutory consultation requirements associated with developing our own Local Plan, Citizenspace offers us a vehicle for delivering consultation requirements in this area.

Citizenspace is a digital platform and we appreciate that not all residents are digitally active or will need support to access digital content. There is a facility on Citizenspace to print out surveys so paper copies could be provided in community settings or directly to individuals. There is also potential to translate material to increase accessibility and reach to the varied communities within Sandwell.

Citizenspace can be utilised to support the work of overview and scrutiny, ensuring the views of residents are easily able to be fed into activity.

Some local authorities run Citizenspace with partners (for example CCG Hospital Trust, Voluntary Sector) there could be opportunity to grow into a Sandwell Citizenspace.

Running all of our consultation and engagement activity through Citizenspace offers many positives. It will allow us to have a holistic view of all activity, therefore minimising the risk of duplicate or similar surveys being run, it will also allow us to quality check activity and minimise any reputational damage to the Council and it will allow us to share intelligence and maximise its use in developing and planning service provision.

- 7.11 Along with adopting this framework for consultation and engagement, corporate standards for consultation and engagement are being developed. This work is being co-designed by the Corporate Consultation and Engagement Working Group which will help to ensure its corporate ownership as well ensuring that it sets the standards expected of our interactions with residents. Another emphasis for this work is to ensure there is equality of opportunity for all of our residents to participate in consultation and engagement activity.
- 7.12 A communications and training plan is being developed to promote Citizenspace and ensure it becomes imbedded into organisational culture.



7.13 Overall, this framework offers comprehensive and consistent consultation and engagement opportunities with residents. Taking a corporate approach to this activity ensures opportunities for shared learning are maximised and that we take intelligent, informed decisions in relation to the planning and provision of future services.

8 Implications

Resources:	<p>There was no corporate budget allocation for resident engagement. Given the priority Leadership Team have placed on this work and its value across the Council, proposals are being put forward for the cost of this activity to be recognised as a corporate budget pressure.</p> <p>Where activity aligns to health and wellbeing a proportion of the cost will be met from the Public Health Grant.</p>
Legal and Governance:	<p>Where we collect information from residents, we need to ensure that we are GDPR compliant in managing this data.</p>
Risk:	<p>If residents' views are not sought in relation to their perception of the borough and what is important to them service planning and resources may fail to address key issues.</p>
Equality:	<p>It is imperative that any consultation and engagement opportunities offer all communities the opportunity to participate. Collaborative working with the Equality, Diversity and Inclusion Team will help to ensure that the Resident Consultation and Engagement Framework offers all residents the opportunity to participate.</p> <p>Consistent consultation and engagement activity will also support the council's Equality Impact Assessment process, helping us to make more informed decisions to benefit residents.</p>
Health and Wellbeing:	<p>The residents survey will retain a focus on health and wellbeing, providing valuable data and insight into residents' wellbeing.</p>



<p>Social Value:</p>	<p>The consultation and engagement framework will provide the opportunity for us to increase our intelligence in areas such as employment, skills and training. It will also provide the opportunity to consult with businesses to develop our understanding of needs in that area.</p> <p>In addition, there will be opportunity in the tendering process for the residents' survey and the budget consultation to encourage companies applying to give consideration as to how they may be able to add social value.</p>
<p>Climate Change:</p>	<p>The resident survey in 2022 sought to improve the Council's intelligence about residents understanding of climate change and what activity they did within their household to support the green agenda. There will be further opportunity going forward to support intelligence in this area.</p> <p>Again, there will be opportunities in the tendering process for the resident survey and the budget consultation for companies to demonstrate how they can deliver on requirements whilst also upholding the Council's commitment to 'green in everything we do'.</p> <p>Procuring Citizenspace, an online platform, offers a level of environmental efficiency, reducing the need to print surveys and transport in distribution.</p>

9 Background Papers

[Q2 Performance Report - SMB 12 January 2023](#)

[Appendix 6 to Q2 Performance Report to SMB 12 January 2023](#)



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Report to Scrutiny

2 February 2023

Subject:	Organisational culture, values and behaviours
Director:	Kim Bromley-Derry, Managing Director/Commissioner
Contact Officer:	<p>Victoria Lee Head of HR Victoria_lee@sandwell.gov.uk</p> <p>Debbie Sant L&OD Team Manager Debbie_sant@sandwell.gov.uk</p>

1 Recommendations

1.1 That the Board considers and comments upon:

- a) A progress update regarding the previous report that was provided for Scrutiny on 6 December 2022 (Appendix A: Organisational Culture and employee engagement).
- b) The proposed actions and direction of travel for organisational culture, values and behaviours.









2 Reasons for Recommendations

- 2.1 Organisational Culture forms an integral part of Sandwell's Improvement Plan and will be key to the future success of the Council.
- 2.2 Our organisation values and behaviours are central to customer experience and will both drive and be embedded through work on customer journey and around equality, diversity and inclusion.

3 How does this deliver objectives of the Corporate Plan?

- 3.1 Organisational Culture is fundamental to delivery of all corporate plan objectives.

	Best start in life for children and young people
	People live well and age well
	Strong resilient communities
	Quality homes in thriving neighbourhoods
	A strong and inclusive economy
	A connected and accessible Sandwell

4 Context and Key Issues

- 4.1 The feedback from the culture listening sessions was provided to Leadership team on 22 November 2022. This meeting considered the initial proposals from the external partner for new aspirational behaviours that would apply to all members of staff. A follow up



meeting took place on 13 December 2022 with Leadership team. Leadership Team agreed to the development of a behaviour framework called the “One Team Framework”.

- 4.1.1 The Leadership Team agreed that this concept of a One Team Framework could be further developed based upon the listening group analysis provided by the external partner.
- 4.1.2 The purpose of the One Team Framework
The One Team Framework aims to provide clarity on how we should be delivering our organisational values in all that we do. These values and behaviours will form an integral part of our Workforce Strategy. The feedback is drawn from feedback received from stakeholders, to create a simple, practical framework to help everyone put the desired behaviours into action in everything they do.
- 4.1.3 The One Team Framework will set out the desired behaviours from all employees with a set of behavioural indicators for “everyone” and a set of behaviours for all managers/leaders.
- 4.1.4 With One Council One Team in mind, we will continue to build a working environment that is underpinned by our values. Continually challenging ourselves to demonstrate these values through our behaviours is critical to the delivery of strategic goals and to enhancing customer, members of the public and staff satisfaction. They will help us guide the way we work together and underpin our key people processes and enable our change agenda. The One Team Framework also provides a common language and consistent framework for assessing and developing behavioural attributes across the organisation.
- 4.1.5 Our values are the framework for our behaviours which we expect from our colleagues. The One Team Framework will nurture an environment where each colleague is respected and supported to play their full part in our success. The One Team Framework will create an environment where individual differences are valued, embraced, and respected. It will ensure we fully embody inclusive values and behaviours to secure Sandwell Council’s future as a place where people want to live, work and prosper.



4.1.6 The One Team framework can be used a point of reference for one to one staff or team meetings and it will be included in the revision of appraisal. The framework is intended to act as a guide, rather than a prescriptive checklist of the behaviours the Council will recognise, reward, and endorse.

4.1.7 Organisational culture narrative

We have worked hard to change the way we work over the last year. We've made a lot of progress and the challenge now is to make sure the improvements are sustainable. Growing the right organisational culture is a crucial part of this.

Changing the council's values would be the easy thing to do, but the feedback from the listening sessions and the survey with members of staff last year is not necessarily that our values are wrong, but that we haven't always lived them.

We are a different organisation now, moving forward with confidence in the future.

The proposal has been developed in conjunction with the Communications Team to ensure a set of values and behaviours that can be used effectively in corporate communications. The “We are Sandwell” message aims to promote a sense of belonging and pride.

The One Team Framework builds on the council's One Team One Council ethos and provides a guide and structure as to how this applies to everyday working.

4.1.8 The proposed values and behaviours

From the feedback via the external partner and further consultation with stakeholders including Leadership Team, Culture Champions and the



Culture Working Group, Communication Team the following behaviours are proposed but still subject to final feedback at this stage:

We are one team - united and working together with the shared purpose of achieving great results.

We care – about providing the best possible public service. (N.B Consultation with Wider Leadership Team suggested this should be reworded to “We are customer focused” .

We are inclusive – treating each other with respect and knowing our diversity is our strength.

We are ambitious – striving for excellence, always looking to get better and making sure everyone can take pride in our borough.

We are accountable – delivering what we say we will.

These are aligned with both the One Council One Team ethos and also align to the council external communication approach of “We are Sandwell”.

4.1.9 Leadership behaviours

On 12 January the values and behaviours were discussed with wider Leadership Team and an aspirational leadership style and language was captured to develop a Leadership part of the One Team Framework.

The proposal put to the wider Leadership Team considered the benefits of having a two-tier or three-tier set of behaviours. A two-tier framework may prevent the risk of drift towards reference to process and procedure, and encourage anyone with responsibility for guiding, supporting and directing the work of others to see themselves as a leader, whatever their grade level.

One recommendation from the wider Leadership Team session is that “We Care” requires rewording to be more specific about our customers. Suggested alternative is “We are customer focused”.



Feedback from wider Leadership team on 12 January 2023 was that 67% felt the council need to move away from Trust, Unity and Progress and fully adopt new values.

4.1.10 Staff consultation and engagement

In addition to the listening sessions that took place in 2022, a staff panel session took place on 16 January 2023 which provided the opportunity for all staff, including those that attended a listening session to receive an update on progress and make final comments on the proposed framework. Feedback from this session showed an equal opinion on whether the council should retain Trust, Unity and Progress. Suggesting that the focus should be living which ever value descriptions are selected.

4.1.11 Trade Union feedback session on 10 January 2023.

The Trade Union's welcome further detailed discussions about how the framework will apply in practice. This will be subject to a separate consultation process around the review of employee appraisals.

5 Next steps

Following the final feedback from staff panel, the One Team Framework will be finalised and submitted to Cabinet for approval on 15 March 2023. The report for Cabinet is due 16 February 2023. The following steps will be required before and after presentation to Cabinet.

- Leadership Team sign off the agreed desired values and behaviours.
- Develop a plan to promote and communicate values and behaviours.
- Embedding the One Team Framework into HR practices, appraisals, employee induction and the alignment to a management development programme.
- Embed the One Team Framework as a foundation of the council's workforce strategy and aligned with and to our work on Customer Journey and equality, diversity and inclusion



6 Implications

<p>Resources:</p>	<p>The resources including budget are assigned as part of the Improvement Plan. The Improvement & Capacity Reserve approved by Council on 7 June 2022 included an allocation of £300,000 to fund the Organisational Culture Change Programme. To date, just under £50,000 has been spent, with the majority of the fund to be allocated to interventions required to embed the desired culture.</p>
<p>Legal and Governance:</p>	<p>On 22 March 2022, The Secretary of State for Levelling Up, Housing and Communities issued Directions under Section 15(5) and (6) of the Local Government Act 1999 (the 1999 Act) in order to ensure that the council can comply with the requirements of Part 1 of the 1999 Act.</p> <p>Under these Directions, the council is required to develop and implement an improvement plan that includes “<i>actions to deliver rapid and sustainable improvements in governance, leadership and culture in the Authority.</i>” Failure to comply with these Directions may lead to further intervention measures for the council.</p> <p>Ultimately, the changes made through the Improvement Plan will enable the council to effectively deliver its strategic priorities and ensure it is delivering value for money for Sandwell.</p>
<p>Risk:</p>	<p>If the Council fails to take appropriate action to meet the requirements set out in the government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the council</p>



	<p>risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the 1999 Act. This could lead to further government intervention, increased costs and damage to reputation.</p> <p>Organisational Culture is included within the Improvement Plan Risk Register, recognising the importance of organisation culture to successfully implement the necessary changes and embed the improvement. The risk is currently rated as Amber, reflecting the impact should this risk materialise as well as the interventions already taking place to respond to the Employee Engagement Survey and future planned activities.</p>
Equality:	The culture working group has ongoing visibility and steers the planning and delivery of actions related to employee engagement and culture. Membership of this group includes leads on EDI and member development to ensure strategies and activities are aligned.
Health and Wellbeing:	Employee engagement and a positive organisational culture brings benefits to organisations, including greater customer/client satisfaction, increased employee happiness and wellbeing, and increased productivity and creativity.
Social Value:	The new values and behaviour will underpin work of the council, defining expectations for ways of working, and in turn directly influencing our delivery of social value.
Climate Change:	Current and future activities have been conducted virtually where this approach will achieve the desired



outcome. This reduces staff travel to offices or other venues.
However, in order to maximise the engagement of staff there is a recognition that face-to-face meetings, events and conversations will have more impact on developing and embedding the desired culture than virtual interactions. This will inevitably mean increased staff journeys which will generate carbon emissions.

7 Appendices

8

A) Scrutiny Report 6 December 2023: Organisational culture and Employee Engagement

B) Draft One Team Framework with “everyone” behaviours.



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Report to Scrutiny

6 December 2022

Subject:	Employee Engagement and Organisational Culture
Director:	Director of Business Strategy and Change Neil Cox
Contact Officer:	Victoria Lee Head of HR Victoria_lee@sandwell.gov.uk Kate Ashley Service Manager – Service Improvement Kate_Ashley1@sandwell.gov.uk

1 Recommendations

1.1 That the Board considers and comments upon:

- a) the approach taken to date to understand and improve employee engagement
- b) the actions taken as part of the Improvement Plan workstream (Phases 1 and 2) on Organisational Culture
- c) the Board considers the information and provides comments and views for the next phase of the organisational culture workstream.









2 Reasons for Recommendations

- 2.1 Organisational Culture forms an integral part of Sandwell's Improvement Plan and will be key to the future success of the Council.
- 2.2 There are clear links between culture and the key drivers of employee engagement.
- 2.3 Our organisation values and behaviours are central to customer experience and will both drive and be embedded through work on customer journey and around equality, diversity and inclusion.

3 How does this deliver objectives of the Corporate Plan?

- 3.1 Employee Engagement and Organisational Culture is fundamental to delivery of all corporate plan objectives.

	Best start in life for children and young people
	People live well and age well
	Strong resilient communities
	Quality homes in thriving neighbourhoods
	A strong and inclusive economy
	A connected and accessible Sandwell



4 Context and Key Issues

4.1 Employee Engagement Survey and Action Plan

- 4.1.1 The Employee Engagement Survey (EES) was conducted between February and March 2022 with a response rate of 61% of employees (2,374 responses from a staff population of 3,913). The survey remained broadly consistent with 2018 and previous years to enable past year comparisons. The survey was available via an email invitation and paper surveys were also available. An overview of the results is available at Appendix A. Where applicable, the results include the council's performance against the local authority benchmark and a direction of travel since the last survey in 2018.
- 4.1.2 The EES brings together a number of factors to calculate an overall employee engagement index. These factors include whether an employee is proud to work for the council and has a sense of belonging, that they are satisfied to work for the council and they would recommend it as a good place to work, and are motivated to contribute more than is normally required. Employee engagement brings benefits to organisations, including greater customer/client satisfaction, increased employee happiness and wellbeing, and increased productivity and creativity.
- 4.1.3 The results of the EES showed that employee engagement had fallen from 69% in 2018 to 63% in 2022. Whilst scores across all five factors were lower in 2022 than in the previous survey, Sandwell scored above the local authority benchmark in pride amongst staff (7 percentage points above benchmark) and recommending the council as a good place to work (8 percentage points above).
- 4.1.4 Key findings from the EES to address at corporate level are:
- Harnessing all the strengths of our staff, developing a culture of inspiring staff to innovate and do things differently
 - Visibility of Senior Leadership, and them living the council's values
 - Customer focus is not improving



- Pay and Reward/Recognition of hard work and dedication to the job
- Action to be taken in response to the survey

4.1.5 Corporate level results were presented to Leadership Team on 12 May 2022 and with staff via an All Staff Briefing on 26 May 2022. The results were also published on the intranet. Leadership Team were keen for action to address issues be developed with and by staff.

4.1.6 Directorate results were shared over June/July, and over the summer/early Autumn services conducted conversations with staff to further understand the results in their areas and identify key actions to address the findings based on good practice from across the organisation.

4.1.7 Key messages and suggested actions at corporate and directorate level were shared with Leadership Team on 30 August 2022. Directorates compiled the key actions to address the top three issues in their specific areas and the top three high performing areas to ensure good practice continued. These action plans were reviewed by Leadership Team on 18 October 2022, with the agreement that the action plans would be monitored corporately on a quarterly basis.

4.1.8 One in five respondents to the survey felt that action would not be taken as a result of the survey. A major factor in the council's ability to address the issues raised through the EES is our approach to internal communications. In the results feedback session in May, Leadership Team recognised that there was a need for a more collective approach to communications.

4.1.9 Through the development and implementation of the Communications and Corporate Affairs Strategy, the council's approach to communications is already being strengthened with dedicated resources allocated to this workstream within the recent restructure of the Communications Team. Current communications mechanisms that aim to address the key issues identified in the survey include:



- Team Talk including standard key corporate messages to be shared at team meetings and promotion of good/innovative practice across the council;
- SM Briefing and Teams channel – content directed by LT, aim to ‘tell us first’, Shout outs;
- LT Away Days including SMs/ADs on key agendas, e.g. residents’ survey findings, business planning, customer journey;
- All Staff Briefings – visibility of Leadership Team, Leader and Cabinet; opportunity to celebrate good practice and innovation;
- Co-ordinated activity across directorates (e.g. Live Events) to ensure a consistent level of communications, whilst enabling directorates and services the ability to shape messages and styles of communication to suit individual approaches.

4.1.10 A key next step will be the development of a formal Employee Recognition Scheme, to build on the informal staff recognition approaches that is being embedded at all levels. This will need to link with the organisation’s values and behaviours, build on best practice and incorporate staff feedback on what form recognition should take. A proposal will be developed over late 2022, linking with the outcomes of the Values & Behaviours workstream, and brought to Leadership Team for discussion and approval in early 2023.

4.2 Improvement Plan

4.2.1 The external reviews conducted in Autumn 2021 and early 2022 highlighted a number of cultural issues that were presenting the council from moving forward. In their Value for Money Governance Review from Autumn 2021, Grant Thornton highlighted a number of issues that needed to be addressed:

“The Council has seen deteriorating senior officer and senior member relationships over a number of years. This has resulted in a breakdown in trust, respect and confidence between those holding governance roles. This has limited the Council’s ability to look forward and manage the challenges and opportunities it faces. This breakdown in relationships between senior officers and senior members is central to the governance issues identified by this review...The Council has been



insular and siloed. Its focus has been on responding to external service-based challenges as well as managing the fallout from previous decisions or investigations. Senior officers and senior members have historically been unable to make the changes required to move away from this organisational culture and focus.”

4.2.2 The Improvement Plan that was developed in response to the three external reviews and the government’s intervention, acknowledges the importance of establishing the right organisational culture in enabling the council to deliver sustainable improvement. The Improvement Plan Theme of Organisational Culture includes a multi-faceted approach to developing and embedding a positive working culture in the council. This includes actions to address the findings of the Employee Engagement Survey, and the need to develop a set of Values and Behaviours that will underpin the Organisational Development Strategy going forward.

4.2.3 In order to establish the desired organisational culture for Sandwell Council, it was recognised that we needed a phased approach:

- Phase 1 - to engage with staff and start the conversation;
- Phase 2 - determining desired culture and creating the right environment for that organisational culture to thrive.



4.2.4 Phase 2 of the Improvement Plan will incorporate the key actions and milestones developed in response to the Employee Engagement Survey (as set out above) and listening sessions, in order to build the desired culture in a sustainable manner. This includes further work around equalities, diversity and inclusion, and the council's customer journey programme.

4.2.5 The Improvement Plan also calls for skill and knowledge development in key areas for managers that will embed the changes made to governance and decision-making arrangements. This includes financial management and procurement training linked to the revised Contract Procedure Rules, as well as project management and effective officer and member relationship training. The initial phases of this training are complete, and Appendix B includes a summary of the related learning completed.

4.3 **Organisational Culture – Phase 1 Update**

4.1.11 There are many definitions of organisational culture. It can be regarded as the climate that has an influence upon the level of employee engagement.

The culture of an organisation is its personality and character.

Organisational culture is made up of shared values, beliefs, and assumptions about how people should behave and interact, how

decisions should be made and how work activities should be carried out. Key factors in an organisation's culture include its history and

environment as well as the people who lead and work for it (Chartered Management Institute, 2015)

4.1.12 Phase 1 Activity to date includes:

- Culture Working Group established, this includes representatives from across the council that can contribute to and provide constructive challenge to the approach, including leads on EDI and Member Development.
- Engaged specialist delivery partner to support with Phase 1 and 2 including the facilitation of a workshop with Leadership Team.



- Identification and appointment of Culture Champion volunteers (Appendix C culture champion role profile).
- Delivery of ‘train the trainer’ sessions to Culture Champions enabling them to undertake listening group sessions. The listening sessions are to seek qualitative feedback from employees about the current culture and what they believe should be the aspirational culture.
- Coordination and delivery of culture listening sessions to employees across the organisation via Learning and Development team.
- The development and launch of a survey which ran from 18 October to 4 November 2022 for employees who have not attended a listening group session.
- Collation and analysis of feedback via external partner completed on 18 November 2022.
- Feedback of the analysis provided to Leadership Team at a meeting on 22 November 2022.
- Development of a defined set of values and behaviours to be shared and embedded across the organisation.

2. Listening Sessions

4.2.1 The listening sessions took place between mid-August up to the end of October 2022 to offer the opportunity to all employees and the following processes have been used. In order to maximise the engagement of staff in this process and ensure responses were representative of the workforce population, the following approaches were used to encourage take up of the offer of involvement:

- Randomised selection and invitation of twenty percent of the workforce to attend a face-to-face session and a corresponding message to their line manager to support their attendance. This random selection was benchmarked to the equality data set to ensure representative sampling.
- Following the random selection approach an open invitation to employees to attend a session with a choice of face to face or virtual Teams sessions being offered.



- Targeted sessions being arranged specifically for the Disability Group to ensure inclusivity and accessibility. A specific session for the Trade Unions.
- Survey online for those who did not attend a listening session and paper-based versions available at frontline worker locations.
- Plans were developed to have local sessions for front line workers however cancellations were necessary on 19 September due to London Bridge including a session scheduled for frontline workers at Roway Lane. The availability of Champions was also affected due to requirements to deliver ceremonial related activity during this time.

5 External Partner

5.1.1 The external partner has provided objectivity and independence to the approach that has been used. They have delivered ‘train the trainer’ sessions and have been responsible for the collation of outputs from the listening sessions and surveys. This has assured anonymity to employees taking part.

2. Employees with no access to ICT devices

5.2.1 In addition to the above actions it should be noted that as communication is one of the key drivers of employee engagement and organisational culture approximately 600 employees have no access to corporate devices. A project led by ICT is at the exploratory phases to determine a full cost benefit analysis of providing different access options for frontline employees which will have a benefit of enabling better communication and engagement.

6 **Next steps – Phase 2**

1. As stated above, after starting the conversation and listening to staff, the next phase is to agree the values and behaviours that will then inform the activities to embed the culture we want to see. This will include the following actions:

- Leadership Team sign off the agreed desired values and behaviours.



- Develop a plan to promote and communicate values and behaviours.
- Embedding values and behaviours into HR practices, appraisals, and performance management, employee induction and the alignment to a management development programme.
- Embed values and behaviours as a foundation of the council’s workforce strategy and aligned with and to our work on Customer Journey and equalities, diversity and inclusion
- Consider the approach for frontline workers (link to ICT pilot see 4.11 below).
- Staff briefings and Leadership communications.

7 Implications

Resources:	The resources including budget are assigned as part of the Improvement Plan. The Improvement & Capacity Reserve approved by Council on 7 June 2022 included an allocation of £300,000 to fund the Organisational Culture Change Programme. To date, just under £50,000 has been spent, with the majority of the fund to be allocated to interventions required to embed the desired culture.
Legal and Governance:	<p>On 22 March 2022, The Secretary of State for Levelling Up, Housing and Communities issued Directions under Section 15(5) and (6) of the Local Government Act 1999 (the 1999 Act) in order to ensure that the council can comply with the requirements of Part 1 of the 1999 Act.</p> <p>Under these Directions, the council is required to develop and implement an improvement plan that includes “<i>actions to deliver rapid and sustainable improvements in governance, leadership and culture in the Authority.</i>” Failure to comply with these Directions may lead to further intervention measures for the council.</p>



	<p>Ultimately, the changes made through the Improvement Plan will enable the council to effectively deliver its strategic priorities and ensure it is delivering value for money for Sandwell.</p>
Risk:	<p>If the Council fails to take appropriate action to meet the requirements set out in the government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the council risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the 1999 Act. This could lead to further government intervention, increased costs and damage to reputation.</p> <p>Organisational Culture is included within the Improvement Plan Risk Register, recognising the importance of organisation culture to successfully implement the necessary changes and embed the improvement. The risk is currently rated as Amber, reflecting the impact should this risk materialise as well as the interventions already taking place to respond to the Employee Engagement Survey and future planned activities.</p>
Equality:	<p>The culture working group has ongoing visibility and steers the planning and delivery of actions related to employee engagement and culture. Membership of this group includes leads on EDI and member development to ensure strategies and activities are aligned.</p>
Health and Wellbeing:	<p>Employee engagement and a positive organisational culture brings benefits to organisations, including</p>



	greater customer/client satisfaction, increased employee happiness and wellbeing, and increased productivity and creativity.
Social Value:	The new values and behaviour will underpin work of the council, defining expectations for ways of working, and in turn directly influencing our delivery of social value.
Climate Change:	Current and future activities have been conducted virtually where this approach will achieve the desired outcome. This reduces staff travel to offices or other venues. However, in order to maximise the engagement of staff there is a recognition that face-to-face meetings, events and conversations will have more impact on developing and embedding the desired culture than virtual interactions. This will inevitably mean increased staff journeys which will generate carbon emissions.

8 Appendices

- A. Employee Engagement Survey 2022 Results
- B. Summary of Learning Interventions Completed
- C. Culture Champion role profile
- D. Communications Summary of Listening Sessions

9 Background Papers

[Sandwell Council Improvement Plan](#)



Appendix B: One Team framework draft with Everyone behaviours.

One Team Framework, we are... One Team

United and working together with the shared purpose of achieving great results

Everyone	Leaders
<ul style="list-style-type: none">• Takes the time to get to know and understand colleagues• Says thank you• Supports and helps others• Demonstrates enthusiasm and challenges negativity in others• Works collaboratively and encourages others to do so• Values everyone's contributions• Is approachable• Displays empathy to others• Builds respectful relationships• Doesn't blame others• Works hard to build trust with others	

One Team Framework, we... Care*

About providing the best possible public service

Everyone	Leaders
<ul style="list-style-type: none">• Is focused on our customers• Helps others be focused on our customers• Communicates openly with customers and listens to them• Is outward looking• Seeks to do the right thing for customers• Is outcome focused• Is a great ambassador for the Council• Is kind and compassionate and demonstrates empathy to customers and colleagues	

*Proposed rewording to “We are customer focused, caring about providing the best possible public service”.

One Team Framework, we are... Inclusive

Treating each other with respect and knowing our diversity is our strength

Everyone	Leaders
<ul style="list-style-type: none">• Values the importance of equality, diversity and inclusivity• Is transparent, open and honest• Creates opportunities to listen to others• Asks questions to help understand others• Welcomes and encourages healthy debate and challenge• Freely shares knowledge, ideas and experiences• Communicates with clarity and seeks to ensure understanding• Seeks to ensure understanding of what they've communicated	

One Team Framework, we are... Ambitious

Striving for excellence, always looking to get better and making sure everyone can take pride in our borough

Everyone	Leaders
<ul style="list-style-type: none"> • Brings out the best in others • Celebrates success • Acknowledges everyone's contribution • Addresses underperformance in self and others • Talks positively about our Council and shows pride in work • Sets and delivers high standards for self and others • Challenges the status quo • Takes appropriate risks • Looks for better ways of doing things • Openly gives feedback and calls out unacceptable behaviour • Asks for feedback • Is curious and embraces change 	

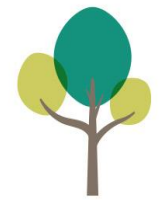
One Team Framework, we are... Accountable

Delivering what we say we will

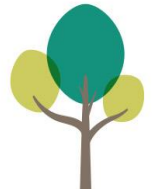
Everyone	Leaders
<ul style="list-style-type: none">• Takes personal responsibility• Empowers others to deliver• Does what they say they're going to do and sees it through• Is happy to step outside their role or boundaries if it helps others or is the right thing to do• Asks for help when needed• Makes decisions with confidence• Shows resilience and persistence when problems arise• Steps outside own comfort zone• Ensures resources are used effectively	

The following items set out key decisions to be taken by the Executive in public session:-

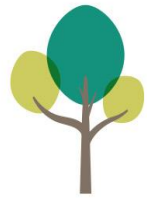
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
1	<p>Adult Social Care Market Sustainability</p> <p>Contact Officer: Daljit Bhangal/ Christine Guest</p> <p>Director: Rashpal Bishop, Director of Adult Social Care</p>	<p>Cabinet - Adults Social Care and Health (Cllr Hartwell)</p>	<p>15 February 2023 (private item)</p>		



Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
2	<p>Expansion of the Co-operative Working Agreement</p> <p>Contact Officer: Liann Brookes-Smith</p> <p>Director: Lisa McNally - Director of Public Health</p>	<p>Cabinet - Adults Social Care and Health (Cllr Hartwell)</p>	15 February 2023		
3	<p>Community Hubs</p> <p>Contact Officer: Director of Business Strategy – Neil Cox and Director of Housing – Gillian Douglas</p>	<p>Cabinet - Communities (Cllr Millard)</p>	15 February 2023		



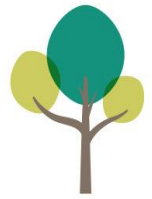
Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
4	<p>Tenant Fees Act Policy</p> <p>Contact Officer: Liz Nembhard/Nicola Plant</p> <p>Director: Alice Davey – Director of Borough Economy</p>	<p>Cabinet - Communities (Cllr Millard)</p>	<p>15 February 2023</p>		
5	<p>Local Council Tax Reduction Scheme 2023-24</p> <p>Contact Officer: Ian Dunn</p> <p>Director: Simone Hines</p>	<p>Cabinet - Finance and Resources (Cllr Piper)</p>	<p>15 February 2023</p>		<p>Local Council Tax Reduction Policy 2023-24</p>



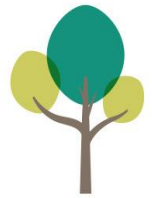
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
6	Revenues and Benefits Policy Framework 2023-24 Contact Officer: Ian Dunn Director: Simone Hines	Cabinet - Finance and Resources (Cllr Piper)	15 February 2023		<ul style="list-style-type: none"> • Corporate Debt Recovery Policy • Council Tax Award of Discount Policy • Council Tax Discretionary Reduction Policy • Flood Relief Policy • Discretionary Housing Payments Policy • Local Welfare Provision Policy • Non-Domestic Rate Hardship Relief Policy • Non-Domestic Rates Discretionary Rate Relief Policy



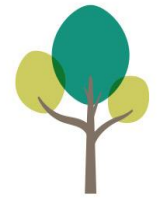
Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
7	<p>General Fund Budget and Capital Programme 2023/24</p> <p>Contact Officer: Simone Hines</p> <p>Director of Finance – Simone Hines</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	<p>15 February 2023</p>		
8	<p>Treasury Management Strategy 2023/24</p> <p>Contact Officer: Simone Hines</p> <p>Director of Finance – Simone Hines</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	<p>15 February 2023</p>		



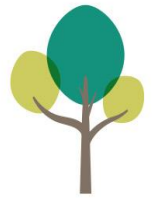
Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
9	<p>Adoption of Housing Revenue Account 30 Year Business Plan</p> <p>Contact Officer: Gillian Douglas</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	15 February 2023		
10	<p>Sandwell Museums – Approval of Forward Plan and Policies</p> <p>Contact Officer: Dawn Winter</p> <p>Director: Alice Davey, Director of Borough Economy</p>	<p>Cabinet - Leisure and Tourism (Cllr Rollins)</p>	15 February 2023		



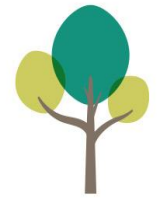
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
11	<p>Levelling Up Fund Local Authority Memorandum of Understanding, Grant Determination Letter & Assurance Framework</p> <p>Contact Officer: Jenna Langford</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>15 February 2023</p>		



	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
12	<p>City Region Sustainable Transport Settlement and Local Transport Capital Programme Update</p> <p>Contact Officer: Andy Miller</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p>	<p>Cabinet - Regeneration and Growth (Cllr Hughes)</p>	<p>15 February 2023</p>		
13	<p>Sandwell Local List of Non-Designated Heritage Assets</p> <p>Contact Officer: Mark Stretton</p> <p>Director: Tony McGovern – Director Regeneration & Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>15 February 2023</p>		<p>Sandwell Local List of Non-Designated Heritage Assets</p>



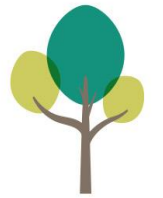
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
14	<p>Asset transfer of The Bridge, Tipton to Murray Hall Community Trust</p> <p>Contact Officers: Stefan Hemming/ Heather Chinner</p> <p>Director: Tony McGovern – Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration and Growth (Cllr Hughes)</p>	<p>15 February 2023</p>		



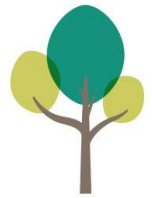
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
15	<p>Consideration of recommendations arising from the scrutiny review of the Impact of Lockdown on Children and Families</p> <p>Contact Officer: Stephnie Hancock/Connor Robinson</p> <p>Director: Michael Jarrett Children and Education</p>	<p>Cabinet Children and Education (Cllr Hackett)</p>	<p>15 February 2023</p>	<p>N/A</p>	<p>Report of the Children's Services and Education Scrutiny Board</p>



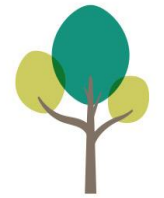
Title/Subject		Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
16	<p>Supply of Electricity 2024-2028</p> <p>Contact Officer – Neil Whitehouse</p> <p>Director -</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	15 February 2023	N/A	Report
17	<p>Trees Strategy and Policy</p> <p>Contact Officer: Matthew Huggins</p> <p>Director – Borough Economy, Alice Davey</p>	<p>Cabinet - Environment Service (Cllr Ahmed)</p> <p>Leisure and Tourism (Cllr Rollins)</p>	15 March 2023		



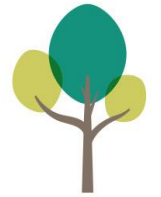
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
18	<p>Workforce Culture Values and Behaviours</p> <p>Contact Officer: Victoria Lee</p> <p>Director: Neil Cox, Business Strategy and Change</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	15 March 2023	2 February 2022	Report Values and behaviour framework
19	<p>Parking Charges Policy</p> <p>Contact Officer: Robin Weare</p> <p>Director – Alice Davey, Director of Borough Economy</p>	<p>Cabinet – Environment Services (Cllr Ahmed)</p>	15 March 2023		



	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
20	<p>Preparation of a Compulsory Purchase Order report to support retail acquisitions in West Bromwich Town Centre</p> <p>Contact Officer: Alexander Oxley</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	15 March 2023		
21	<p>Demolition Framework 2023-2027 procurement</p> <p>Contact Officer. Mark Drake</p> <p>Director: Tony McGovern - Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	15 March 2023		

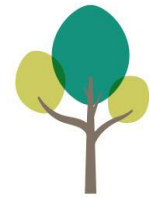


	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
22	<p>Housing Strategy 2023 - 2028</p> <p>Contact Officer: Louis Bebb</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	<p>May 2023</p>	<p>SNAC 24 November 2022</p>	<p>Housing Strategy 2023 – 2028</p>



The following items set out key decisions to be taken by the Executive in private session:-

Title/Subject	Cabinet Portfolio Area	Decision Date	Reason for Exemption	List of documents to be considered
<p>Adult Social Care Market Sustainability</p> <p>Contact Officer: Daljit Bhangal/ Christine Guest</p> <p>Director: Rashpal Bishop, Director of Adult Social Care</p>	<p>Cabinet - Adults Social Care and Health (Cllr Hartwell)</p>	<p>15 February 2023 (private item)</p>	<p>Information relating to financial or business affairs</p>	



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Work Programme 2022/23 Budget and Corporate Scrutiny Management Board

Meeting Date	Item	Links with Strategic Aims	Notes (Director Lead)
12 January 2023	Q2 Performance Reporting		Sarah Sprung
	Qtr 2 Budget Monitoring 2022/23		Simone Hines/Rebecca Maher
	Cost of living report		Simone/Leadership
2 February 2023	Update on review of Procurement and Contract Procedure Rules, including the implication on SEND transport and how social care implications will be incorporated into future contracts (Deferred to March)		Simone Hines/Michael Jarrett

	Values and Behaviour pre-scrutiny before March Cabinet		Debbie Sant, Kim, Victoria Lee
	Resident engagement and panel – how are the views of the vast majority of residents in Sandwell being captured, from the Equality, Diversity & Inclusion perspective, how does the Council consult and engage with residents		Sarah Sprung
29 March 2023	Q3 Budget Monitoring 2022/23		As Qtr 1
	Q3 performance reporting		Sarah Sprung
	Update on review of Procurement and Contract Procedure Rules, including the implication on SEND transport		Simone Hines/Michael Jarrett

	and how social care implications will be incorporated into future contracts (Deferred to March)		
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<p>Items to be scheduled</p> <p>Arrange 2 x additional meetings of SMB to consider the progress against Corporate Improvement Plan</p> <p>Review the debt recovery process the Council undertakes including the use of enforcement agencies and their charges – Simone Hines</p> <p>Income and expenditure for assets the council owns - Tony McGovern/Simone Hines</p> <p>Joint session with Health and Adult Social Care Scrutiny Board on the implications of charges and payments for adult social care and any ongoing pressure on budgets – Simone Hines/Rashpal Bishop</p> <p>Quarterly budget reports to incorporate whether savings identified can be achieved – Simone Hines</p> <p>Regular updates on Scrutiny Review – Surjit Tour/Suky Suthi-Nagra</p> <p>Budget pressures in by Children’s Services.</p> <p>Financial analysis for the Brandhall site</p> <p>Upgrading of technology in Committee Rooms to facilitate livestreaming</p>
<p>Scrutiny Review</p> <p>Customer journey, how people access the building, customer portal, My Cllr Portal – Neil Cox and other Directors as appropriate (afternoon session – presentation, visit to see contact centre)</p> <p>Draft scope for afternoon</p>

Wfh separate session – cost to cl or savings, money towards bills vs cost of fuel (scope it out) Neil Cox, Victoria Lee

Reporting dates for Improvement Plan

Monitoring Period	Cabinet
August-October 22	7 December
November 22-January 23	15 March 23 (TBC)
February – April 23	June 23
May-July 23	Sept 23
August – October 23	Dec 23

2023/24 Item

Town Twinning – Surjit Tour