

## Appendix 3 – Statutory Recommendation Status Summary October 2022

Statutory Recommendation	Summary	Achievements this month	Milestones
<p>S1 - It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this report (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and prioritise corporate effort in managing the issues identified and embed the solutions into the Council</p>	<p><b><u>Organisational Culture</u></b> No actions in this theme</p> <p><b><u>Corporate Oversight</u></b> <b>ERP</b></p> <ul style="list-style-type: none"> <li>• Key project members have received training. Ongoing training to be arranged as needed in the future.</li> <li>• Procurement complete and contract awarded</li> <li>• Support provider in place</li> </ul> <p><b><u>Strategic Direction</u></b> <b>Strategy Development and Refresh</b></p> <ul style="list-style-type: none"> <li>• Regen Strategy and Pipeline: April- September update due. First update report across the 63 projects in the pipeline is aiming for scrutiny and Cabinet in November/December. Software procurement not taken place yet. Demonstration of VERTO has taken place. Microsite created and launched- 31 October 2022</li> <li>• The Corporate Parenting Strategy has been circulated and agreed by Corporate Parenting Board members.</li> </ul> <p><b><u>Decision Making</u></b> <b>Role and function of Scrutiny and Audit</b></p> <ul style="list-style-type: none"> <li>• Review of scrutiny arrangements are ongoing and due to be reported to full Council in November. LGA (Local Government Association) have been complimentary around scrutiny arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Microsite created for information around priority regeneration projects for stakeholders- launched</li> <li>• Corporate Parenting strategy circulated and agreed by Corporate Parenting Board</li> <li>• ARAC recommendations and report into SEND transport complete</li> <li>• Review of Serco Contract Complete</li> <li>• Street Cleansing revised plan approved at Waste Board.</li> <li>• LATC Chief Officer recruitment underway</li> <li>• SCT contract performance embedded within PMF</li> </ul>	<ul style="list-style-type: none"> <li>• Oracle Fusion Implemented- <b>In progress</b></li> <li>• Review of scrutiny arrangements- <b>On track for Nov Council.</b></li> <li>• Approval of any changes to scrutiny (if required following review)- <b>From Nov</b></li> <li>• Review of SCT Contract concludes- <b>due Autumn 2022 for commencement from April 2023.</b></li> </ul> <p>Completed milestones:</p> <ul style="list-style-type: none"> <li>• Termination notice for SLT contract approved by Cabinet- <b>complete</b></li> <li>• Revised contract governance arrangements in place for Serco contract- <b>complete</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Scrutiny work plans have been agreed and workplans are in the process of being delivered.</li> <li>• Scrutiny session delivered on 31/08/22 relating to missed bin collection over Summer 2022</li> <li>• New SEND Transport procurement exercise has been undertaken- consistent with contact procurement rules and recommendations from scrutiny.</li> <li>• Internal audit has included a review of compliance with contract procedure rules as part of their work programme and will be undertaken this municipal year.</li> <li>• Survey to Scrutiny and Audit Members, and Officers attending Committees conducted over September. Findings reported to IPRM 06/10 and shared with Members. Link for further feedback surveys will be shared after each meeting.</li> </ul> <p><b><u>Procurement &amp; Commercial</u></b></p> <p><b>Waste Contract:</b></p> <ul style="list-style-type: none"> <li>• Frith contract review in progress supported by Serco &amp; SMBC officers. Initial review report received end of Sept 22.</li> <li>• Monitoring framework progressing well with an agreed framework in place. Q1 performance reported alongside PMF (Performance Management Framework) report to Cabinet and reported to Officer leadership and will continue as part of quarterly PMF reports.</li> <li>• Street Cleansing Recovery Plan presented to Waste Board in October.</li> <li>• Fleet replacement programme is in delivery phase with dates into 2023.</li> <li>• SERCO fleet replacement on track.</li> </ul>		<ul style="list-style-type: none"> <li>• Waste and Recycling Recovery Plan Implementation - <b>Complete</b></li> <li>• Street Cleansing Recovery Plan approval – Resubmission to Waste Management Board in - <b>Complete</b></li> <li>• SERCO contract performance reporting embedded in Performance Management Framework - <b>Complete</b></li> <li>• Option appraisal for future leisure management options – <b>Complete</b></li> <li>• Scrutiny work Planning event - <b>Complete</b></li> <li>• Procure new support provider to deliver Oracle Fusion- <b>complete</b></li> <li>• Approval of Regeneration Strategy and Pipeline- <b>Complete</b></li> </ul>
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	<p><b>SEND Transport:</b></p> <ul style="list-style-type: none"> <li>• All new contracts issued and accepted by operator's new framework commenced 1.9.22</li> <li>• Procurement-related recommendations from Audit and Scrutiny fulfilled in line with new contract from September 22.</li> <li>• Lessons Learnt from SEND Transport procurement 2 being captured.</li> </ul> <p><b>New System Procurement:</b></p> <ul style="list-style-type: none"> <li>• Performance Management System - Not progressed past soft market testing- further demonstration with another provider. Size and scale of system to be considered for scope of project.</li> <li>• Asset Management System is procured, and implementation is on track</li> </ul> <p><b>Lion Farm:</b></p> <ul style="list-style-type: none"> <li>• Action plan being implemented, however, there has been some slippage due to legal representatives of both sides taking longer than expected.</li> <li>• Papers have been submitted to the external party that will conduct the expert determination.</li> <li>• The date for Expert Determination is outside the hands of the Council and will be decided by a third party.</li> <li>• Formal document detailing the respective roles and responsibilities of Council and developer complete.</li> </ul> <p><b>Leisure Contract:</b></p> <ul style="list-style-type: none"> <li>• Decision made by Cabinet to transfer services to LATC (Local Authority Trading Company)</li> <li>• Implementation phase has commenced.</li> </ul>		<ul style="list-style-type: none"> <li>• Early Help Strategy approved and launched- <b>Complete</b></li> <li>• Corporate Parenting Strategy Refresh Approved- <b>Complete</b></li> <li>• SEND Transport procurement published- <b>complete</b></li> <li>• SMBC/SCT Leadership meetings - <b>Complete</b></li> <li>• SCT Contract performance reporting embedded within Council PMF- <b>Complete</b></li> </ul>
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	<ul style="list-style-type: none"><li>• Cabinet Workshop for legal vehicle options consideration, specification, property, and company name delivered 14.09.22</li><li>• Chief Operating Officer recruitment in progress.</li><li>• Further legal vehicle structure session undertaken with Cabinet Member.</li><li>• Tax Advisors appointed.</li><li>•</li></ul> <p><b><u>Partnerships &amp; Relationships</u></b></p> <p><b>Sandwell Children's Trust</b></p> <ul style="list-style-type: none"><li>• Performance reporting embedded within Council PMF</li><li>• KPI (Key Performance Indicators) Suite reviewed and being confirmed between Council and Trust ahead of implementation date 1/4/23. Suite due to be complete by December</li><li>• Revised contract will commence on 1/4/23. Contract Sum negotiations commenced 26/9/22.</li><li>• Contract review DfE (Department for Education)- The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction.</li><li>• Meetings in place with Trust, SMBC and Councillor Hackett - Lead Member</li><li>• All strategic priorities agreed and monitored through Children and Families strategic partnership</li></ul>		
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<p>S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this report are understood through the organisation</p>	<p><b><u>Organisational Culture</u></b>  <b>Officer Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Range of corporate governance training has been delivered linked to the constitutional approvals.</li> <li>• Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals. Guidance around decision making is being issued to Officers in October.</li> <li>• Procurement and Officer-Member behaviour training commenced as planned.</li> <li>• A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the OD Strategy and Plan.</li> </ul> <p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Member Development Programme in place and will be regularly reviewed.</li> <li>• Effective decision-making training to be delivered in November/December to key officers (<i>delay due to Council date change</i>).</li> <li>• Annual refresher training of Corporate Governance training planned in November 22.</li> <li>• Training delivered ahead of interviews for CEx (on the specific processes relating to that appointment).</li> <li>• Forward Plan for All Member Briefings in place for new Municipal Year</li> </ul> <p><b><u>Corporate Oversight</u></b>  <b>Performance Management</b></p>	<ul style="list-style-type: none"> <li>• Q1 Performance Management Report made to Scrutiny and at an All Member Briefing.</li> <li>• Procurement and Contract Procedures Rules training launched</li> <li>• Member Development programme part of BAU</li> </ul>	<ul style="list-style-type: none"> <li>• Regular Resident Survey in place – <i>budget consultation and Residents’ survey completed. Plans to sustain approach being developed</i></li> <li>• Commercial Strategy approved – <i>Slippage</i></li> <li>• Revised Financial Regs – <i>slippage to December for final component</i></li> <li>• Revised Scheme of Delegation – <i>due for Council approval in November</i></li> <li>• Corporate Governance Training Delivery -<i>Commenced</i></li> <li>• Corporate Asset Management Strategy Approved- <i>On track for November Cabinet</i></li> <li>• HRA 30 Year Business Plan approved- <i>On track for Spring 2023</i></li> <li>• Implementation of Asset Management System- <i>On track for December completion</i></li> </ul> <p>Completed milestones</p>
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	<ul style="list-style-type: none"> <li>• Q1 report considered by Budget and Corporate Scrutiny Management Board 13/10/22.</li> <li>• All Member briefing on Q1 report held 18/10/22.</li> <li>• Preparations being made for Q2 report to Cabinet in December.</li> <li>• Monthly Budget monitoring is taking place and report received by leadership team monthly</li> </ul> <p><b><u>Strategic Direction</u></b></p> <p><b>Strategy Development and Refresh</b></p> <ul style="list-style-type: none"> <li>• <b>Corporate Asset Management Strategy:</b> Workplace vision has been closed. New corporate asset management strategy sets out the priorities. Options for hub locations were identified – the action has now been incorporated within the Customer Journey Workstream and will be progressed through that programme. Implementation of new asset database is on track. Surplus assets portfolio has been delayed but it scheduled for Cabinet in November as part of the Corporate Asset Management Strategy.</li> <li>• <b>Procurement and Contract Procedure Rules</b> approved in July. Training launched 3rd October consisting of initial introduction for managers. Further tailored training taking place for staff with procurement responsibilities.</li> <li>• <b>Commercial Strategy:</b> Commercial Opportunity Assessment Report received. Needs to be reviewed by Leadership Team and then Commercial Strategy can be updated to reflect opportunities to be taken forward.</li> <li>• <b>HRA Business Plan:</b> Draft Plan has been received and shared with Lead Member. Data to be added and</li> </ul>		<ul style="list-style-type: none"> <li>• Budget Holder Role Profile agreed - <b>Complete</b></li> <li>• Establish Performance Management Framework – <b>Complete</b></li> <li>• First Performance Management Report - <b>Complete</b></li> <li>• Revised PCR, and Sale of Land and Buildings Protocol – <b>Complete</b></li> <li>• New Member Induction- <b>Complete</b></li> <li>• Member Development Programme - <b>Complete and BAU</b></li> <li>• Asset Management System Procured- <b>complete</b></li> </ul>
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	<p>consultation started with key stakeholders. Going out to tender on stock condition surveys</p> <p><b><u>Decision Making</u></b></p> <p><b><u>Constitution and Governance Framework</u></b></p> <ul style="list-style-type: none"> <li>• Council on 26<sup>th</sup> July approved revised procurement and contract procedure rules–Training to be rolled out beginning of November/December 22 after approval at Council in November 22 of further constitutional changes. (delay due to by election)</li> <li>• Refresh of financial regulations will be presented to full Council in December.</li> <li>• Revised scheme of delegation being prepared for Council in November</li> </ul> <p><b><u>Procurement &amp; Commercial</u></b></p> <p><b><u>New System Procurement:</u></b></p> <ul style="list-style-type: none"> <li>• Asset Management System is procured, and implementation is on track</li> </ul> <p><b><u>Partnerships &amp; Relationships</u></b></p> <p>No actions in this theme</p>		
<p>S3 - Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with</p>	<p><b><u>Organisational Culture</u></b></p> <p><b><u>Establishing Organisational Culture</u></b></p> <ul style="list-style-type: none"> <li>• Consultancy Engaged. Phase 1 is complete and included the initial scoping of the approach to be taken to determining the desired organisational culture and initial communication and engagement with staff ahead of Phase 2 (detailed engagement).</li> <li>• Phase 2 commenced with the listening group exercises. Drop in sessions planned for front line workers.</li> </ul>	<ul style="list-style-type: none"> <li>• 4 sessions between Members and Officers with LGA have taken place.</li> <li>• Member Development Programme in place and will be regularly reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational Culture - Part 2 engagement – determining desired culture - <b>Commenced</b></li> <li>• Approval of document / statement setting out desired organisational culture – ‘Our Values:</li> </ul>

<p>the Council's values, codes, policies, and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.</p>	<ul style="list-style-type: none"> <li>• Culture champions recruited, trained, and listening sessions carried out.</li> <li>• Phase 2 final listening groups taking place in October. Survey issued in Oct. Plan to present the outcomes of the sessions/surveys to LT on 22 November.</li> </ul> <p><b>Officer Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Range of corporate governance training has been delivered linked to the constitutional approvals.</li> <li>• Effective decision-making training scheduled to commence late November linked to scheme of delegation approvals. Guidance around decision making is being issued to Officers in October.</li> <li>• Procurement and Officer-Member behaviour training commenced as planned.</li> <li>• A broader Management Development Programme and revision to the Corporate Induction will be rolled out in 2023 following the approval of the Workforce Plan.</li> </ul> <p><b>Officer and Member Relationship</b></p> <ul style="list-style-type: none"> <li>• Regular meetings with Whips are being diarised.</li> <li>• Regular meetings with Group Leaders have been taking place and these have been meeting needs. Regular meetings between Cabinet and Leadership Team in place for Municipal Year</li> <li>• 4 sessions between Members and Officers with LGA have taken place. 1 more session to take place with Officers (Nov) and there will then be a report produced by LGA, identifying any further actions required.</li> <li>• A review of all member enquiries is being undertaken-including member portal. Awaiting LGA report to identify next steps.</li> </ul>		<p>Our Behaviours'- <b>On track for Jan 2023</b></p> <ul style="list-style-type: none"> <li>• Organisational Development Strategy and Plan Approved – <b>On track for March 2023</b></li> </ul> <p>Completed milestones</p> <ul style="list-style-type: none"> <li>• Organisational Culture - Part 1 Engagement – Starting the Conversation- <b>Complete</b></li> <li>• New Member Induction - <b>Complete</b></li> <li>• Meeting structures to support Senior Leadership (Officer and Member) – <b>Complete</b></li> <li>• Member Development Programme approved- <b>Complete</b></li> </ul>
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	<p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"><li>• Member Development Programme in place and will be regularly reviewed.</li></ul> <p><b><u>Corporate Oversight</u></b> No Actions in Theme</p> <p><b><u>Strategic Direction</u></b> No actions in Theme</p> <p><b><u>Decision Making</u></b> No actions in Theme</p> <p><b><u>Procurement &amp; Commercial</u></b> No actions in Theme</p> <p><b><u>Partnerships &amp; Relationships</u></b> No actions in Theme</p>		
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