

Appendix 3 – Statutory Recommendation Status Summary January 2023

Statutory Recommendation	Summary	Achievements this period	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><u>Organisational Culture</u> No actions in this theme</p> <p><u>Corporate Oversight</u> ERP</p> <ul style="list-style-type: none"> Detailed planning has taken place with System Integration Partner to outline high level milestones ahead of the April 2024 Go Live date. <p><u>Strategic Direction</u> Strategy Development and Refresh</p> <ul style="list-style-type: none"> Regen Strategy and Pipeline: Update report across all the projects covering April- September was presented at November Cabinet. The options for procuring a strategic delivery partner are being actively explored. Waiting for information from Shropshire. VERTO- Procurement complete and implementation phase has commenced. A pilot project is being run with Adult Social Care, Business, Strategy and Change alongside Regeneration and Growth. <p><u>Decision Making</u> Role and function of Scrutiny and Audit</p> <ul style="list-style-type: none"> Survey to Scrutiny and Audit Members, and Officers attending Committees is being carried out on an ongoing basis. Findings were reported to IPRM in January 2023. The information has also been shared with Democratic Services and Members. Cabinet Member briefing on final recommendations relating to Waste Contract updated December 2022. Update provided to Chair of Scrutiny as well. 	<ul style="list-style-type: none"> Pipeline update report presented to Cabinet. Verto procurement complete Frith report (Serco contract) finalised Lessons Learnt from SEND 2 complete 	<ul style="list-style-type: none"> Oracle Fusion Implemented- In progress <p>Completed milestones:</p> <ul style="list-style-type: none"> Review of SCT Contract concludes- Complete ready for commencement from April 2023. Review of scrutiny arrangements- Complete. Approval of any changes to scrutiny (if required following review)- Complete Termination notice for SLT contract approved by Cabinet- complete Revised contract governance arrangements in place for Serco contract- complete

	<ul style="list-style-type: none"> • Next step is to embed mechanisms for continuous improvement which will include the survey. <p><u>Procurement & Commercial</u></p> <p>Waste Contract:</p> <ul style="list-style-type: none"> • Review of Contract -final report received from Friths. Leadership team to be briefed by mid-February 23. • Street cleansing recovery plan in progress. No issues to report and on track for March completion. • Fleet replacement plan in place. Next 42 street cleanings vehicles are due following EV charging infrastructure. 10 RCV vehicles to be confirmed for chassis build and being progressed as a priority. <p>SEND Transport:</p> <ul style="list-style-type: none"> • Contracts are being monitored. Resources being identified for contract management support pending the creation of a corporate CM team. • Lessons Learnt from SEND Transport procurement 2 have been captured and shared at IPRM in February 23. <p>New System Procurement:</p> <ul style="list-style-type: none"> • Performance Management System- Additional capacity being secured to draw up project scope and specification from February 2023. This will build on soft market testing and exploration of Verto. • Asset Management System phase 1 has been implemented in December. Phase 2 project (Tech Forge) will look at the development of modules such as capital accounting, asbestos, fixed asset register etc. Kick off meeting to be held Thursday 19 January 2023 to identify workstreams, leads and timescales. <p>Lion Farm:</p> <ul style="list-style-type: none"> • Statement of facts were agreed 19 December. • Each party's secondary option agreement due 27 January 23. 	<ul style="list-style-type: none"> • Waste and Recycling Recovery Plan Implementation - Complete • Street Cleansing Recovery Plan approval – Resubmission to Waste Management Board in - Complete • SERCO contract performance reporting embedded in Performance Management Framework - Complete • Option appraisal for future leisure management options – Complete • Scrutiny work Planning event - Complete • Procure new support provider to deliver Oracle Fusion- complete • Approval of Regeneration Strategy and Pipeline- Complete
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	<ul style="list-style-type: none"> The anticipated date for resolution is 24th March 2023. <p>Leisure Contract:</p> <ul style="list-style-type: none"> The Chief Officer has started and there is a clear project plan in place. Next milestone is Cabinet report due March 2023. Risk remains over utility contracts. Counsel advice received and being progressed with options for Members to consider. <p>Partnerships & Relationships</p> <p>Sandwell Children’s Trust</p> <ul style="list-style-type: none"> The KPI suite has been reviewed and 14 of the 15 KPIs are agreed. The final KPI will be confirmed by the end of January 2023. The review of the contract has been completed and submitted to the DfE. The contract review with DfE is scheduled for 17 January 2023. 		<ul style="list-style-type: none"> Early Help Strategy approved and launched- Complete Corporate Parenting Strategy Refresh Approved- Complete SEND Transport procurement published- complete SMBC/SCT Leadership meetings - Complete SCT Contract performance reporting embedded within Council PMF- Complete
<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>Organisational Culture</p> <p>Officer Learning and Development</p> <ul style="list-style-type: none"> Induction: Draft report completed outlining current induction process and induction resources and recommendations to make improvements to induction and onboarding experience. Constitutional Changes: Action Plan being developed detailing all requisite actions to embed the Constitutional changes. Plan will be completed by 31 Jan 2023. This includes changes to executive decision making and delegated decision making. Member and Officer training delivered by LGA. Next phase of training programme to be scoped by Law & Governance & Finance and agree support required by L&D. 	<ul style="list-style-type: none"> Phase 1 Asset database implemented 	<ul style="list-style-type: none"> Regular Resident Survey in place – in procurement Commercial Strategy approved – Due March Corporate Governance Training Delivery -Commenced HRA 30 Year Business Plan approved- On track for Spring 2023

	<ul style="list-style-type: none"> • Directorship and Trusteeship: Training for members has been undertaken. Further training is being arranged for officers. Training will again be delivered after Annual Council to members who are appointed to Outside Bodies as Directors/Trustees. • Management Development: Management Development in scoping phase which will include; Manager Fundamentals Compulsory learning and manager skills development. <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Meetings with Group Leaders/Chief Whips and Statutory Officers have commenced, and regular meetings diarised. • LGA Mentoring Programme is ongoing <p><u>Corporate Oversight</u></p> <p>Performance Management</p> <ul style="list-style-type: none"> • Preparations in place for Q3 Report to Cabinet in March. Q2 report considered by Cabinet in December and Scrutiny in January. • Review of KPIs relating to customer and organisational health - will be focus of new Corporate Performance Manager to build into the PMF when they start end Feb 2023 • Budget Monitoring reported monthly to LT and quarterly to Cabinet and Scrutiny. This process is now embedded. • Leadership Team continue to receive monthly budget monitoring reports. Spending controls have been in place since October and will continue to the end of the financial year. Further savings identified in treasury management which will bring the 23/24 to a balanced position 		<p>Completed milestones</p> <ul style="list-style-type: none"> • Revised Financial Regs - approved • Implementation of Asset Management System -phase 1 complete • Revised Scheme of Delegation – approved • Corporate Asset Management Strategy Approved- Approved • Budget Holder Role Profile agreed - Complete • Establish Performance Management Framework – Complete • First Performance Management Report - - Complete • Revised PCR, and Sale of Land and Buildings Protocol – Complete • New Member Induction- Complete • Member Development Programme - Complete and BAU
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	<p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Corporate Asset Management Strategy: New asset database (Tech Forge) implemented December 23. Phase 2 tech Forge will look at the development of modules such as capital accounting, asbestos, fixed asset register etc. Kick off meeting to be held Thursday 19 January 2023 to identify workstreams, leads and timescales. • Commercial Strategy: Commercial Strategy approved by LT but still awaiting Cabinet approval - planned for March. • Strategic Business Cases prepared and awaiting review. • HRA Business Plan: HRA Business Plan was taken to Safer Neighbourhoods and Active Communities (SNAC) Scrutiny Board on 10th Jan and is on the forward plan to seek approval at Cabinet on 15th February. <p><u>Decision Making</u></p> <p>Constitution and Governance Framework</p> <ul style="list-style-type: none"> • Decision Making Training will be rolled out through to end of Municipal Year. • Financial regulations agreed at Council in December. <p><u>Procurement & Commercial</u></p> <p>New System Procurement:</p> <ul style="list-style-type: none"> • New asset database (Tech Forge) implemented December 23. Phase 2 tech Forge will look at the development of modules such as capital accounting, asbestos, fixed asset register etc. Kick off meeting to be held Thursday 19 January 2023 to identify workstreams, leads and timescales. <p><u>Partnerships & Relationships</u></p>		<ul style="list-style-type: none"> • Asset Management System Procured- complete
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	No actions in this theme		
<p>S3 - Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with the Council's values, codes, policies, and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.</p>	<p>Organisational Culture Establishing Organisational Culture</p> <ul style="list-style-type: none"> • Outcome of listening exercise agreed by Leadership Team November and framework approach agreed December. Now in final stages of engagement and approval of One Team Framework (values and behaviours). Due for Cabinet sign off 15 March 23. <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Induction: Draft report completed outlining current induction process and induction resources and recommendations to make improvements to induction and onboarding. • Constitutional Changes: Action Plan being developed detailing all requisite actions to embed the Constitutional changes. Plan will be completed by 31 Jan 2023. This includes changes to executive decision making and delegated decision making. • Member and Officer training delivered by LGA. Next phase of training programme to be scoped by Law & Governance & Finance and agree support required by L&D. <p>Officer and Member Relationship</p> <ul style="list-style-type: none"> • Meetings with Group Leaders/Chief Whips and Statutory Officers have commenced, and regular meetings diarised. • LGA mentoring programme ongoing to support Cabinet Members. <p>Member Learning and Development</p>	<ul style="list-style-type: none"> • Group Leaders/Chief Whips and Statutory Officers meetings have commenced • Member and Officer training delivered by LGA • Ongoing LGA mentoring programme started 	<ul style="list-style-type: none"> • Organisational Culture - Part 2 engagement – determining desired culture - Commenced • Approval of document / statement setting out desired organisational culture – ‘Our Values: Our Behaviours’- On track for Jan 2023 • Organisational Development Strategy and Plan Approved – On track for March 2023 <p>Completed milestones</p> <ul style="list-style-type: none"> • Organisational Culture - Part 1 Engagement – Starting the Conversation- Complete • New Member Induction - Complete

	<ul style="list-style-type: none"> • Corporate Governance training will be rolled out through to end of Municipal Year. Change required to reflect delivery to end of Municipal Year. • Impact of training delivered so far is evidenced by feedback on how Council meetings and Committee meetings are running. • Statutory Officers: Training delivered ahead of interviews for CEx. Will form part of the induction training programme for Committees at the start of the Municipal Year. • Leadership Team Review of All Member Briefings - Briefing note to be scheduled as a closure report for January <p><u>Corporate Oversight</u> No Actions in Theme</p> <p><u>Strategic Direction</u> No actions in Theme</p> <p><u>Decision Making</u> No actions in Theme</p> <p><u>Procurement & Commercial</u> No actions in Theme</p> <p><u>Partnerships & Relationships</u> No actions in Theme</p>		<ul style="list-style-type: none"> • Meeting structures to support Senior Leadership (Officer and Member) – Complete • Member Development Programme approved- Complete
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