

Appendix 3 – Statutory Recommendation Status Summary July 2023

| Statutory Recommendation | Summary | Milestones |
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| <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> Assurance Activity to ensure effective contributions of Scrutiny and Audit and to sustain positive Officer and Member Relationship.</p> <ul style="list-style-type: none"> • The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. • Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is appetite from Members to provide input around the Member-Officer Relationship. Reflecting on their feedback on the Spring survey, the plan is for a sample of Members and Officers to be invited to semi-structured interviews. The data will feed into LGA sessions planned for Autumn alongside regular insight. Briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input. • In addition, a separate session for New Members is being held with LGA in July to bring them up to speed on the content delivered Autumn 2022 to other Members. <p><u>Corporate Oversight</u> ERP</p> <ul style="list-style-type: none"> • CRP3 completed for SCM and Finance. | <ul style="list-style-type: none"> • Oracle Fusion Implemented- Slippage in modelling phase. Programme Board reviewing plans to ensure go live date achievable. • Regeneration pipeline: strategic delivery partner in place – due in July <p>Completed milestones:</p> <ul style="list-style-type: none"> • Review of SCT Contract concludes- Complete • 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 • Waste and Recycling Recovery Plan Implementation - Complete |

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| | <ul style="list-style-type: none"> Modelling phase further extended for HCM to complete and Sign-Off Design BPS and DM design into August. Preparation for DM3 start in progress. Revised plan submitted and approved by Programme Board on 9th July. Go Live still planned for April 2024. <p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> Regen Strategy and Pipeline: Pipeline 6 monthly update presented to Cabinet July 23. Regeneration pipeline- agreement to procure a strategic delivery partner was agreed at Cabinet in July 23. Report will return to Cabinet once procurement has been successful. VERTO- Procurement complete and implementation phase has commenced. <p><u>Decision Making</u></p> <p>No actions in this theme</p> <p><u>Procurement & Commercial</u></p> <p>Waste Contract:</p> <ul style="list-style-type: none"> Continuation of quarterly monitoring through PMF. Annual reports on Leisure and waste due November 2023 Additional enhancement work commissioned from Intend to support the large contracts for BE being added to Intend contract management. Waste Review reported to Leadership Team. Proposed to progress "Shared Improvement Plan" with Serco. | <ul style="list-style-type: none"> 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 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 |

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| | <ul style="list-style-type: none"> • May now include "lessons learned" exercise post June's industrial action. • Next tranche of fleet replacement remains due end of 2023. • Formal Fleet Steering Group Meeting did not take place in June due to industrial action, but officers discussed fleet matters informally. No issues identified. <p>SEND Transport:</p> <ul style="list-style-type: none"> • Preparations being made for SEND3 procurement with initial scoping discussions. Project plan and implementation to follow. • Lessons learnt completed and presented to Wider Leadership Team in June. • TAS working with consultants to ensure new contract management arrangements align with the Framework specification & operational policies and procedures <p>New System Procurement:</p> <ul style="list-style-type: none"> • Performance Management System- Options appraisal being prepared for September 2023 due to the demo of the Oracle Fusion system not being possible until the end of August. • Asset Management - Phase 2 of Tech Forge project data transfer completed. Integration of data into the system has begun with an expected completion date of September 2023. <p>Lion Farm:</p> <ul style="list-style-type: none"> • Expert Determination process has been completed and removed from the Improvement plan to be managed as BAU. | |

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| | <p>Leisure Contract:</p> <ul style="list-style-type: none"> • Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27. • Enhanced contract management regime and framework in place. • Aquatic Centre Handover to operator (Sandwell Leisure Trust) took place as scheduled on 13 July, open to the public 24 July • Continuation of quarterly reporting through PMF. <p><u>Partnerships & Relationships</u></p> <p>Sandwell Children's Trust</p> <ul style="list-style-type: none"> • The new KPIs along with accompanying tolerances will be finalised in Q1 for implementation in Q2 due to start in September 2023 • Continuation of quarterly reporting through PMF alongside SCT governance arrangements • Monthly schedule of meetings will recommence in Autumn Term, and include the Chair of SCT Board and CE of Trust, Lead Member and Director of Education and Childrens Services | |
| <p>S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this</p> | <p><u>Organisational Culture</u></p> <p>Officer Learning and Development</p> <ul style="list-style-type: none"> • Sandwell Manager essentials will continue as BAU. • Learning for managers from the Improvement Plan learning interventions will be incorporated into the programme on an ongoing basis. • Provisional ideas and plans are being developed for a pilot of a programme for Senior Leadership Development Programme. | <ul style="list-style-type: none"> • Corporate Governance Training Delivery –Commenced and approach to next phase agreed <p>Completed milestones</p> <ul style="list-style-type: none"> • Regular Resident Survey in place – procured and preparations underway for Resident Survey and |

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| <p>report are understood through the organisation</p> | <p>Embedding Constitutional Changes</p> <ul style="list-style-type: none"> • First round of scenario-based learning to be delivered in October across DSU, Procurement, Legal and Finance. • Code of Corporate Governance Training Contained within MDP (Member Development Programme). Two further training dates are being identified to capture members who did not attend first session. AGS to be presented alongside annual accounts. • Regular reports on timescales for submitting decision reports are being made to Leadership Team <p>Member Learning and Development</p> <ul style="list-style-type: none"> • Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. • Next briefing will take place mid-August. • Once forward plan of All Member briefing dates in place this action will be closed • New Member Survey due to be launched end of July and any required amendments made to MDP / New Member Induction programme <p>Corporate Oversight</p> <p>Performance Management</p> <ul style="list-style-type: none"> • Q4 report went to Cabinet in July. | <p>budget Consultation in Summer 2023</p> <ul style="list-style-type: none"> • Commercial Strategy approved – approved • HRA 30 Year Business Plan approved • 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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| | <ul style="list-style-type: none"> • Q1 report now being drafted which will go to Leadership Team in September and Cabinet in October. • In relation to organisational health metrics – There are capacity issues in HR services due primarily to the (growing) demands of Oracle Fusion. However, PIs are being reviewed and may be ready to be reported earlier than originally scheduled (Q1 2024/25). The existing set of organisational health metrics were included in the Q4 report that went to Cabinet in July. • The Corporate Plan which included revised PIs went to Cabinet on 7 June. The new measures will be included in the Q1 Corporate Performance Report. Q1 reporting is now being put together. • In relation to capacity for Corporate Performance, G Grade due to commence in September and F grade recruitment to begin later in the summer. <p><u>Strategic Direction</u></p> <p>Strategy Development and Refresh</p> <ul style="list-style-type: none"> • Commercial Strategy: Highlight reports/ project scopes due to be presented at LT 01.08.23. • The post was re-advertised via HAYS wc 31/07/2023 for the recruitment of Commercial Project Officer. <p><u>Procurement & Commercial</u></p> <p>Corporate Asset Management:</p> <ul style="list-style-type: none"> • Phase 1 implemented. • Phase 2 commenced. The integration of data into the system complete | <ul style="list-style-type: none"> • Asset Management System Procured- complete |

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| | <ul style="list-style-type: none"> Phase 2 Configuration and organisation of data started and due for completion by September 23. <p><u>Partnerships & Relationships</u> 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 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><u>Organisational Culture</u> Establishing Organisational Culture</p> <ul style="list-style-type: none"> Workforce strategy being agreed at September Leadership. There is no delay to the workstreams within the strategy whilst this approval is pending. Final launch and share session 21 July 2023. Feedback and evaluation from launch is being collated. Programme plan meeting with stakeholders of the wider OTF (One Team Framework) embedding taking place 19.7.23. L&OD have a draft proposal and will commence a timeline to consult with stakeholders as part of the project plan <p><u>Officer Learning and Development</u></p> <ul style="list-style-type: none"> Sandwell Manager essentials will continue as BAU. Learning for managers from the Improvement Plan learning interventions will be incorporated into the programme on an ongoing basis. Provisional ideas and plans are being developed for a pilot of a programme for Senior Leadership Development Programme | <ul style="list-style-type: none"> Workforce Strategy – To be agreed at September Leadership. <p>Completed milestones</p> <ul style="list-style-type: none"> Organisational Culture – Part 2 Engagement – determining the desired culture – complete Approval of document / statement setting out desired organisational culture – ‘Our Values: Our Behaviours’- Complete Organisational Culture - Part 1 Engagement – Starting the Conversation- Complete New Member Induction - Complete Meeting structures to support Senior Leadership (Officer and Member) – Complete |

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| | <p>Officer and Member Relationship</p> <ul style="list-style-type: none"> The ongoing mechanisms for insight and assurance around the Officer Member Relationship include views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. Following discussions with ARAC and BCSMB around the Officer-Member survey conducted in April, there is appetite from Members to provide input around the Member-Officer Relationship. Reflecting on their feedback on the Spring survey, the plan is for a sample of Members and Officers to be invited to semi-structured interviews. The data will feed into LGA sessions planned for Autumn alongside regular insight. Briefing note has been circulated to Group Leaders and Chief Whips, and to the Chair of Ethical Standards Committee for input. In addition, a separate session for New Members is being held with LGA in July to bring them up to speed on the content delivered Autumn 2022 to other Members. The Spring survey did not provide robust insight and there is a need for a revised approach which is now being implemented. Work will be carried out in Autumn with insight-gathering to inform the longer-term continuous improvement approach. <p>Member Learning and Development</p> <ul style="list-style-type: none"> Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. Next briefing will take place mid-August. Once forward plan of All Member briefing dates in place this action will be closed | <ul style="list-style-type: none"> Member Development Programme approved- Complete |

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| | <ul style="list-style-type: none"> <li data-bbox="465 308 1379 419">New Member Survey due to be launched end of July and any required amendments made to MDP / New Member Induction programme <p data-bbox="416 536 725 568"><u>Corporate Oversight</u></p> <p data-bbox="416 571 712 603">No Actions in Theme</p> <p data-bbox="416 647 698 679"><u>Strategic Direction</u></p> <p data-bbox="416 683 707 715">No actions in Theme</p> <p data-bbox="416 759 667 791"><u>Decision Making</u></p> <p data-bbox="416 794 707 826">No actions in Theme</p> <p data-bbox="416 871 833 903"><u>Procurement & Commercial</u></p> <p data-bbox="416 906 707 938">No actions in Theme</p> <p data-bbox="416 983 860 1015"><u>Partnerships & Relationships</u></p> <p data-bbox="416 1018 707 1050">No actions in Theme</p> | |