Appendix 1 – Statutory Recommendation Status Summary October 2023

Statutory Recommendation	Summary	Milestones
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	**Organisational Culture** **Assurance Activity to ensure effective contributions of Scrutiny and Audit and to sustain positive Officer and Member Relationship.** • 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. • New Member sessions will be held with the LGA to bring them up to speed on the content delivered in Autumn 2022 to other Members. • Semi-structured interviews with Members carried out early October. The data will feed into LGA sessions planned for January, delayed due to LGA availability, alongside regular insight. Ongoing approach to be determined following those results **Corporate Oversight** **ERP** • Modelling phase complete- Programme Board on 21st Sep provided approval for: Gateway 2 Exit from Modelling Phase for HR & Payroll. • Gateway 3 Exit from Realisation Development Phase and entry to SIT (Systems Integration Testing) for Finance, EPM and Procurement. • The programme will continue in to work in a phased approach with SIT commencing on time on 25th September. • Finance and Procurement will go-live in April 2024. • HR & Payroll will go-live in July 24.	• Oracle Fusion Implemented- Modelling phase complete. Next phase to focus on realisation phase/development stage. Go live date April 2024. • Regeneration pipeline: strategic delivery partner in place – Cabinet approval to procure July 2023 Completed milestones: • 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

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	• Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. • Benefit profiles will be developed and baselined ahead of Go-Live. • Working group established with Heads of Services to progress financial benefits. **Strategic Direction** **Strategy Development and Refresh** • **Regen Strategy and Pipeline**: Pipeline 6 monthly update presented to Cabinet July 23. • Regeneration pipeline- approval to procure a strategic delivery partner was agreed at Cabinet in July 23. Report will return to Cabinet once procurement has been successful. • VERTO- build is currently underway. User Acceptance Testing complete and Go live anticipated for November. **Decision Making** No actions in this theme **Procurement & Commercial** **Waste Contract:** • Continuation of quarterly corporate monitoring through PMF. • Annual reports on Leisure and waste due November 2023 • Work continues with Intend – scheduled go-live end October • Waste Contract Review reported to Leadership Team. Proposed to progress "Shared Improvement Plan" with Serco. • Lessons Learned on industrial action has commenced	• 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 • Early Help Strategy approved and launched- Complete • Corporate Parenting Strategy Refresh Approved- Complete • SEND Transport procurement published- complete • SMBC/SCT Leadership meetings - Complete

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	• Next tranche of fleet replacement remains due end of 2023. **SEND Transport:** • Project Team members identified, launch meeting diarised and Terms of Reference's to be agreed • SEND 3 to be a strand of the overall transformation plan. Task & Finish Group to drive delivery. • Report findings to be considered by Transformation Project Team with agreed recommendation embedded in SEND 3 **New System Procurement:** • **Performance Management System-** Systems demos have taken place. Options appraisal and business case being finalised, further engagement with service areas being conducted to refine requirements. • **Asset Management -** The phase two for Techforge implementation has now been completed. The team have undertaken a project closedown exercise detailing everything that has been competed across both phases along with any workstreams/actions that will now become business as usual. **Lion Farm:** • Expert Determination process has been completed and removed from the Improvement plan to be managed as Business As Usual. **Leisure Contract:** • Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27.	• SCT Contract performance reporting embedded within Council PMF-Complete

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	• 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 corporate reporting through PMF. **<u>Partnerships & Relationships</u>** **Sandwell Children's Trust** • 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 Sandwell Children's Trust 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 • KPIs and tolerances are currently under review by the DfE appointed independent chair of the SCT Improvement Board and in negotiation with the Director of Children's Services (DCS) and CEO of Sandwell Children's Trust.	
S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this	**<u>Organisational Culture</u>** **Officer Learning and Development** • Value embedding on existing learning is on-going. • Senior Leadership development programme: Further discussions around scope and desired outcomes required and to align to Leadership restructuring plans. Research into potential providers and good practice from other councils has been explored.	• Corporate Governance Training Delivery –Commenced and approach to next phase agreed Completed milestones • Regular Resident Survey in place – 2023 surveys in place • Commercial Strategy approved – approved

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report are understood through the organisation	**Embedding Constitutional Changes** • Decision making training in place early October for key decision makers. • Regarding broader scenario-based learning, Officers involved in pulling training across finance, procurement and governance have undergone significant changes of personnel. • Next step is bringing a new project team together to agree training detail and to diarise. Intention to deliver in November/ December. • Delivery of Directorships and Trusteeships Training -Date confirmed 31st October. Offer to be extended to Officers with council appointments to boards etc and will be carried out on an annual basis • CIPfA to carry out the Annual refresher of Corporate Governance Training scheduled to the end of December. **Member Learning and Development** • Leadership Team conversation held 18/07/23 around All Member briefings and agreed level of detail to be shared and approach. • New Member survey conducted. 1 return. Members have been completing analysis after each training session. Further analysis of these training evaluation forms will be undertaken and this, along with findings from face-to-face Member sessions on the Member-Officer relationship and engagement with LGA will be used to inform the Autumn review of MDP and inform new Member induction for 2024-2025. MDP Review will commence in November. • New Member sessions will be held with the LGA to bring them up to speed on the content delivered in Autumn 2022 to other Members.	• 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 • Asset Management System Procured- complete

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	Corporate Oversight **Performance Management** - Quarterly reporting of corporate performance management framework in place to senior officers and members via Cabinet and Budget & Corporate Scrutiny Management Board. Q2 report due to Scrutiny and Cabinet in January 2024. - Corporate Performance Management resources in place from February 2023. - Budget pressures and mitigations are discussed at LT each month - Benchmarking used in budget planning up to date and used as part of refresh of MTFS and planning for 2024/25 budget onwards. **Strategic Direction** **Strategy Development and Refresh** - Commercial Strategy: Engagement with staff on the corporate narrative will conclude this month. All staff briefing being held to update colleagues on the progress of the improvement plan and the next step. The 4 workstreams are at various stages. Education commercial services – BC in development, completion date end of October, H&S – scoping underway Neutral vendor – Pre OBC activity due to commence. Pest control – alternative options been considered. Updates to be presented at next Corporate Transformation Board - Engagement with staff on the corporate narrative will conclude this month. All staff briefing being held to update colleagues on the progress of the improvement plan and the next steps on how we become an outstanding council as we get ready for exiting intervention.	

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	Procurement & Commercial **Corporate Asset Management**: • Phase 1 implemented. • Phase 2 commenced. The integration of data into the system complete • Phase 2 Configuration and organisation of data completed – September • Project closedown exercise complete detailing everything that has been competed across both phases along with any workstreams/actions that will now become BAU. **Partnerships & Relationships** No actions in this theme	
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	**Organisational Culture** **Establishing Organisational Culture** • Workforce Strategy themes and priority documents on track for Leadership Team 17.10.23. • Projects to embed the One Team Framework continue to progress as per plan presented in September • Proposal of a new approach to Employee Performance review presented to Trade Unions to commence information and consultation. Change management support and training being developed. • Risk to technical/process recording as Oracle Talent module may not be live until July 2024 •	• Workforce Strategy – Due to be agreed at October Leadership Team. Completed milestones • Organisational Culture – Part 2 Engagement – determining the desired culture – complete • Approval of document / statement setting out desired organisational culture – 'Our Values: Our Behaviours'- Complete

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inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.	**Officer Learning and Development** - • Senior Leadership development programme: Further discussions around scope and desired outcomes required and to align to Leadership restructuring plans. Research into potential providers and good practice from other councils has been explored. **Officer and Member Relationship** • The ongoing mechanisms for insight and assurance around the Officer Member Relationship includes views from external reviews, standards cases, feedback from Directors, Group Leaders and Chief Whips. • Semi-structured interviews with Members early October are being conducted to capture insight into relationship. The data will feed into LGA sessions planned for January 2024 alongside regular insight. Ongoing approach to be determined following those results • Sessions with LGA will be confirmed following the insight gathering on Employee Engagement Survey and Member face to face sessions. LGA sessions planned for January, delayed due to LGA availability, alongside regular insight. • New Member sessions will be held with the LGA to bring them up to speed on the content delivered in Autumn 2022 to other Members **Member Learning and Development**	• Organisational Culture - Part 1 Engagement – Starting the Conversation- Complete • New Member Induction - Complete • Meeting structures to support Senior Leadership (Officer and Member) – Complete • Member Development Programme approved- Complete

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	- Forward plan of all Member briefings is in place for next 3 sessions. Agendas are routinely discussed by Leadership Team - New Member survey conducted. 1 return. Members have been completing analysis after each training session. Further analysis of these training evaluation forms will be undertaken and this, along with findings from face-to-face Member sessions on the Member-Officer relationship and engagement with LGA will be used to inform the Autumn review of MDP and inform new Member induction for 2024-2025. MDP Review will commence in November. - New Member sessions will be held with the LGA to bring them up to speed on the content delivered in Autumn 2022 to other Members. **Corporate Oversight** No Actions in Theme **Strategic Direction** No actions in Theme **Decision Making** No actions in Theme **Procurement & Commercial** No actions in Theme **Partnerships & Relationships** No actions in Theme	