

## Appendix 3 – Statutory Recommendation Status Summary January 2024

Statutory Recommendation	Summary	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>  <b>Assurance Activity to ensure effective contributions of Scrutiny and Audit and to sustain positive Officer and Member Relationship.</b></p> <ul style="list-style-type: none"> <li>• Feedback from committees is collected and reviewed regularly.</li> <li>• All member survey and focus group to be carried out, to understand case working and working relationships. This is intended to provide an evidence base for LGBCE boundary review but is also being used to provide a snapshot of members interactions with the council and its officer base. Identifying areas of focus for improvement.</li> <li>• Pre council workshops showcasing a range of service areas - will complement this work by raising awareness for both members and officers and supporting the development of positive relationships. Survey will take place end of January and beginning February. Outturn report will go to full council and will support a wider range of work e.g.: customer.</li> <li>• LGA (Local Government Association) sessions planned post elections</li> </ul> <p><b><u>Corporate Oversight</u></b>  <b>ERP</b></p> <ul style="list-style-type: none"> <li>• Finance and Procurement, HR &amp; Payroll will all go-live in July 2024.</li> <li>• Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Oracle Fusion Implemented- Modelling phase complete. Next phase to focus on realisation phase/development stage. Go live date July 2024.</li> <li>• Regeneration pipeline: strategic delivery partner in place – Cabinet approval to procure July 2023</li> </ul> <p>Completed milestones:</p> <ul style="list-style-type: none"> <li>• Review of SCT Contract concludes- Complete</li> <li>• Review of scrutiny arrangements- Complete</li> <li>• Approval of any changes to scrutiny (if required following review)- Complete</li> <li>• Termination notice for SLT contract approved by Cabinet- complete</li> <li>• Revised contract governance arrangements in place for Serco contract- complete</li> </ul>

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>• Benefit rationalisation taking place across the Programme workstreams following completion of Design Phase. Benefit profiles will be developed and baselined ahead of Go-Live.</li> <li>• Working group established with Heads of Services to progress financial benefits.</li> <li>• System configuration due to new CoA (Chart of Accounts) extended through Jan.</li> <li>• Data Migration 3 will complete on 26/01/24.</li> <li>• Data Migration 4 Cycle started on 2 Jan,</li> <li>• Systems Integration Testing (SIT) for HCM (Human Capital Management) will complete on 19/01/24.</li> <li>• Gateway 4 Criteria to Exit Realisation Phase/ SIT Stage and Entry to Realisation Phase/ UAT Stage agreed at 18/01/24 Programme Board.</li> <li>• Gateway 4 approval with Programme Board planned for 01/02/24</li> </ul> <p><b><u>Strategic Direction</u></b>  <b>Strategy Development and Refresh</b></p> <ul style="list-style-type: none"> <li>• <b>Regen Strategy and Pipeline:</b> Pipeline 6 monthly update presented to Cabinet July 23.</li> <li>• 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.</li> <li>• VERTO- Soft launch of VERTO in Corporate Transformation Office in December. Corporate Transformation Office will be moving to live</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> <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> </ul>

Statutory Recommendation	Summary	Milestones
	<p>site mid-January, R&amp;G live in Feb. Work with Comm's is currently underway regarding the soft launch communication.</p> <p><b><u>Decision Making</u></b> No actions in this theme</p> <p><b><u>Procurement &amp; Commercial</u></b> <b>Waste Contract:</b></p> <ul style="list-style-type: none"> <li>• Continuation of quarterly corporate monitoring through PMF.</li> <li>• Report provided to Officer Leadership Will slip to December / January to allow the settlement of the industrial action to be included in the report (key contract action in quarter).</li> <li>• Annual reports prepared; will be presented to Cabinet Member for Leisure &amp; Tourism 13/12/23 and Cabinet Member for Environment 13/12/23</li> <li>• Waste contract now on Intend and go-live December '23</li> <li>• Senior Management Meetings and Partnership Board meetings proceeding as scheduled. Service Delivery Plans approved by Partnership Board.</li> <li>• Monthly Fleet steering groups taking place</li> <li>• Fleet vehicles received and in service.</li> </ul> <p><b>SEND Transport:</b></p> <ul style="list-style-type: none"> <li>• Leadership Team agreement, directorate reps have been confirmed, the terms of reference are being finalised and the first meeting will take place at the end of Q3.</li> </ul>	<ul style="list-style-type: none"> <li>• SCT Contract performance reporting embedded within Council PMF-Complete</li> </ul>

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>• Programme board reps confirmed across council directorates. AD Education Support Services coordinating the board meeting and Terms of Reference.</li> <li>• SEND 3 to be a strand of the overall transformation plan. Task &amp; Finish Group to drive delivery.</li> <li>• Working with Legal on a flexible purchasing system. The framework will be in place July/August 24 to run all the new contract through. It will support and encourage SME operators to join the framework which will provide much needed competition and challenge</li> </ul> <p><b>New System Procurement:</b></p> <ul style="list-style-type: none"> <li>• <b>Performance Management System-</b> Systems demos have taken place. Options appraisal and business case being finalised, further engagement with service areas being conducted to refine requirements.</li> <li>• <b>Asset Management</b> - The phase two for Techforge implementation has now been completed. The team have undertaken a project closedown exercise detailing everything that has been completed across both phases along with any workstreams/actions that will now become business as usual.</li> </ul> <p><b>Lion Farm:</b></p> <ul style="list-style-type: none"> <li>• Expert Determination process has been completed and removed from the Improvement plan to be managed as Business as Usual.</li> </ul> <p><b>Leisure Contract:</b></p>	

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>Supplementary agreement with SLT agreed 13.07.23 to extend SLT's operation of leisure centres (including SAC) to 31.03.27.</li> <li>Enhanced contract management regime and framework in place.</li> <li>Aquatic Centre Handover to operator (Sandwell Leisure Trust) took place as scheduled on 13 July, open to the public 24 July</li> <li>Continuation of quarterly corporate reporting through PMF.</li> <li>Contract to be put on to Intend</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>SCT KPIs have been agreed across SCT and the DfE (Department for Education) following the review by the DfE appointed Improvement Board Chair.</li> <li>The review has not just looked at the KPIs but the operating tolerances too.</li> <li>Outcomes around early help and corporate parent reporting through PMF</li> <li>The new approved contract KPIs will be reported through PMF effective Q1 2024/25</li> </ul>	
S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management	<p><b><u>Organisational Culture</u></b></p> <p><b>Officer Learning and Development</b></p> <ul style="list-style-type: none"> <li>Senior Leadership Development on hold pending restructure of senior levels.</li> </ul> <p><b>Embedding Constitutional Changes</b></p>	<ul style="list-style-type: none"> <li>Corporate Governance Training Delivery –Commenced and approach to next phase agreed</li> </ul> <p>Completed milestones</p> <ul style="list-style-type: none"> <li>Regular Resident Survey in place – 2023 surveys in place</li> </ul>

Statutory Recommendation	Summary	Milestones
<p>highlighted in this report are understood through the organisation</p>	<ul style="list-style-type: none"> <li>• Broader scenario-based learning, Officers involved in pulling training across finance, procurement and governance have undergone significant changes of personnel.</li> <li>• Next step is bringing a new project team together to agree training detail and to diarise. Assistant Director of Legal and Assurance and ACE are working on a programme of training materials and supporting road show workshops for officer on decision making requirements with a focus on improvement to report quality and content to support improvement to decision making.</li> <li>• Delivery of Directorships and Trusteeships Training –Carried out with the offer extended to Officers with council appointments to boards etc and will be carried out on an annual basis</li> <li>• CIPfA (Chartered Institute of Public Finance and Accountancy) carried out the Annual refresher of Corporate Governance Training scheduled to the end of December.</li> </ul> <p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Feedback from committees that we continue to review.</li> <li>• Induction arrangement for May 24 currently in development and will be followed by refreshed MDP (Member Development Programme) programme for 24-25.</li> <li>• Council has recently appointed a new lead officer for member development which will increase capacity and focus.</li> </ul> <p><b>Corporate Oversight</b> <b>Performance Management</b></p>	<ul style="list-style-type: none"> <li>• Commercial Strategy approved – <b>approved</b></li> <li>• HRA 30 Year Business Plan approved</li> <li>• Revised Financial Regs - approved</li> <li>• Implementation of Asset Management System -phase 1 complete</li> <li>• Revised Scheme of Delegation – <b>approved</b></li> <li>• Corporate Asset Management Strategy Approved- <b>Approved</b></li> <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>

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>• Quarterly reporting of corporate performance management framework in place to senior officers and members via Cabinet and Budget &amp; Corporate Scrutiny Management Board.</li> <li>• Q2 Performance Report went to Budget and Corporate Scrutiny MB on 4th January, due to go to Cabinet on 17th January. Data for Q3 report is being collated. Corporate Performance Management resources in place from February 2023.</li> <li>• Budget pressures and mitigations are discussed at LT each month</li> <li>• Benchmarking used in budget planning up to date and used as part of refresh of MTFS (Medium Term Financial Strategy) and planning for 2024/25 budget onwards.</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>Health and Safety</b> – Skills gap analysis is complete. Next steps to be agreed at a workshop WC 5th Feb</li> <li>• <b>Neutral Vendor-</b> Phase approach agreed, reflective of new timeline and capacity in HR.</li> <li>• <b>Educational Services</b> – Resource pressures easing with a new SIA post agreed. Further discussion required regarding ‘status’ of project i.e. transformational or service improvement. Meeting to be arranged in Feb to be discussed.</li> <li>• <b>Social Letting</b> - Due to the announcement made by the Chancellor in the Autumn budget – an increase in LHA rate to the 2024 rates from April the project team must review the financial offer, margins and understand how this may influence landlords' decision making in respect of the proposed model.</li> </ul>	

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>• <b>Cashless</b> – Activities agreed to inform next steps</li> <li>• <b>Educational Psychology</b> – Finance partners updated and provided good insight. Next step to de-segregate statutory from opportunity but also consider the dependencies on the wider school's piece.</li> </ul> <p><b><u>Procurement &amp; Commercial</u></b>  <b>Corporate Asset Management:</b></p> <ul style="list-style-type: none"> <li>• Phase 1 implemented.</li> <li>• Phase 2 commenced. The integration of data into the system complete</li> <li>• Phase 2 Configuration and organisation of data completed September</li> <li>• Project closedown exercise complete detailing everything that has been completed across both phases along with any workstreams/actions that will now become BAU (business as usual).</li> </ul> <p><b><u>Partnerships &amp; Relationships</u></b>  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	<p><b><u>Organisational Culture</u></b>  <b>Establishing Organisational Culture</b></p> <ul style="list-style-type: none"> <li>• Workforce Strategy to go to Cabinet for approval 13 March 2024. On Forward plan and with Directors for Final consultation/ comments</li> <li>• Comms strategy is being delivered regularly.</li> <li>• Task and finish groups commenced week beginning 21st November with update to Leadership team in February 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Strategy – Due to be agreed at Cabinet March 2024</li> </ul> <p>Completed milestones</p> <ul style="list-style-type: none"> <li>• Organisational Culture – Part 2 Engagement – determining the desired culture – complete</li> </ul>



Statutory Recommendation	Summary	Milestones
<p>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>	<ul style="list-style-type: none"> <li>• Proposal for appraisals drafted and consultation commenced on 10th October with recognised TU's - accepted in principle.</li> <li>• Paper taken to JCP (Joint Consultative Panel) on the 18th of December. Updated processes to be communicated later in January and early February.</li> </ul> <p><b>Officer Learning and Development -</b></p> <ul style="list-style-type: none"> <li>• Senior Leadership Development on hold pending restructure of senior levels.</li> </ul> <p><b>Officer and Member Relationship</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Semi-structured interviews with Members early October are being conducted to capture insight into relationship.</li> <li>• All member survey and focus group to be carried out, to understand case working and working relationships. This is intended to provide an evidence base for LGBCE boundary review but is also being used to provide a snapshot of members interactions with the council and its officer base. Identifying areas of focus for improvement.</li> <li>• Pre council workshops showcasing a range of service areas - will complement this work by raising awareness for both members and officers and supporting the development of positive relationships. Survey will take place end of January and beginning February. Outturn report will go to full council and will support a wider range of work e.g.: customer.</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of document / statement setting out desired organisational culture – ‘Our Values: Our Behaviours’- <b>Complete</b></li> <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>

Statutory Recommendation	Summary	Milestones
	<ul style="list-style-type: none"> <li>• LGA sessions planned post elections</li> <li>•</li> </ul> <p><b>Member Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Feedback from committees that we continue to review.</li> <li>• Induction arrangement for May 24 currently in development and will be followed by refreshed MDP (Member Development Programme) programme for 24-25.</li> <li>• Council has recently appointed a new lead officer for member development which will increase capacity and focus.</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>	