

Strategy and Transformation

Improvement and Recovery Board

Progress Report
31-Oct-22







Report Owner: Stephen Brown, Chief Executive
Report Author: Tom Overend, Strategy & Policy Lead

Agenda




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| 1. Welcome, Introductions & Declaration of Interests. | Lead Commissioner |
| 2. Actions from previous Improvement and Recovery Boards. | Lead Commissioner/Secretariat |
| 3. Decisions Required at this Meeting. | All |
| 4. Headlines. | Leader |
| 5. Improvement and Recovery Plan Updates. | Leader/CEX |
| 6. Financial Update. | Cab Mem: fin. oversight & council assets |
| 7. Asset Disposal Summary. | S151 Officer |
| 8. Democratic Governance and Scrutiny Action Plan. | Monitoring Officer |
| 9. Internal Audit Action Plan. | S151 Officer |
| 10. Procurement and Contract Management Action Plan. | S151 Officer |
| 11. Information Technology Action Plan. | COO |
| 12. Senior Recruitment Update. | CEX |
| 13. Cultural Change Programme. | COO |
| 14. Subsidiary Company Review. | S151 Officer |
| 15. Evidence Based Decision Making. | COO |
| 16. AOB. | Lead Commissioner |
| 17. Appendices. | |

Welcome, Introductions and Declarations of Interests

Open and Closing Actions

Ref	Status	Description of Action	Date Raised	Raised By	Owner	Progress	Date Last Updated	Target Date	RAG
AC-001	Open	Lucy Storr to discuss how and where to bring a longer-term vision for Slough Borough Council with Gavin Jones and team.	16-Jun-22	IRB	Lucy Storr	27/07/22 - In progress. Stephen Brown and Max Caller discussed on 26/07/22 .	26-Jul-22	30-Jun-22	
AC-002	Open	Commissioners to set up a working session with a cross-party group to discuss how to implement recovery plans at the same time as running council services.	28-Jul-22	IRB	Max Caller	29/09/22 - TBC: Original date no longer available.	29-Sep-22	31-Aug-22	
AC-003	Open	Stephen Brown committed to providing a regular savings monitor to lead Members.	22-Aug-22	IRB	Stephen Brown	29/09/22 - Status to be confirmed.	29-Sep-22	28-Sep-22	
AC-004	Open	Cllr Swindlehurst to meet Alex Polak to discuss investment in Member and Officer training.	22-Aug-22	IRB	Cllr Swindlehurst	17/10/22 - Leader and other key member stakeholders are meeting regularly with Head of Governance and Scrutiny. Standards Committee now has Member Development in its ToR and the Chair has been approached. Scrutiny training delivered and further bespoke support planned via CfGS (LGA-funded) proposals. Other member development in-year is underway via the LGA (we are tracking uptake) and an updated member development plan in development with strong emphasis on new member induction in 2023. Member/officer work under discussion in context of LGA support.	29-Sep-22	28-Sep-22	
AC-005	Open	Provide Members with a three-page report on budget for their portfolio. The Board agree, Stephen Brown to action.	25-Aug-22	IRB	Steven Mair	17/10/22 - Steve is preparing information for the next meeting.		TBC	
AC-006	Closing	Future reports to the Board should include an update on compliance with the Intervention Directions	29-Sep-22	IRB	Stephen Brown	13/10/22 - New style reporting for the IRB has been agreed and will be delivered for the Nov Board, with an expectation on continued development as we go forward.	13/1-/22	29-Sep-22	

Open and Closing Actions

Ref	Status	Description of Action	Date Raised	Raised By	Owner	Progress	Date Last Updated	Target Date	RAG
AC-007	Open	Stephen Brown agreed to take forward work to look into lessons learned from the capability assessments done as part of the 'Our Futures' restructure, including how the organisation who did 'gate one' assessments were commissioned and if scrutiny/audit should be involved in this processes.	29-Sep-22	IRB	Stephen Brown			TBC	
AC-008	Open	Cllr Smith and Cllr Swindlehurst to discuss the detail of Cllr Smith's work with the property management company involved with the new Director of Housing and Property when they are in-post.	29-Sep-22	IRB	Cllr Smith Cllr Swindlehurst			TBC	
AC-009	Open	Max Caller suggested having a regular meeting with the DfE Commissioner, Leader, Cabinet Member and any others they want to bring on a regular basis, noting that this may be most efficient on a day where there is a 'Getting to Good' Board planned. Lucy to raise with DfE Team / Commissioner.	29-Sep-22	IRB	Lucy Storr			21-Oct-22	

Reporting & Assurance

- A new framework for reporting and assurance has been developed, including this revised slide deck.
- The framework has a closer focus on the directions.

Strategy & Transformation

- Leadership capacity has been significantly increased in Strategy & Transformation.
- The council is now in a position to develop the necessary programme management, governance and assurance arrangements.
- In collaboration with CLT and SLT, this will bring greater drive and rigour in the implementation of the corporate plan and the delivery of the directions.
- The initial service plans have been completed. SLT is now overseeing their further development and ensuring a coherent approach across SBC – see Functional Capability Assessments.

Headlines

Culture Change, Structure & Workforce

- Stephen Brown has now been appointed Chief Executive.
- He will be overseeing the creation of a team to develop and lead a comprehensive culture change programme. The team will be advised by an experienced consultant – Nick Kemp – who has agreed to support SBC on a part-time basis.
- An internal communications plan has been developed and will be rolled from November. This will pick up key themes the culture change programme needs to address.
- We have also launched a revised performance management framework and second set of mandatory training.
- The Standards Committee has received reports on whistle-blowing policy, Member register of interests, learning from Committee for Standards in Public Life, and code of conduct complaints.
- Training has been provided to top three tiers of officers on member and officers' roles and responsibilities and the member officer protocol.
- The council's Race Equality and Celebrating Heritage (REACH) Network has hosted a special event for Black History Month.

Financial update

- There has been notable progress in the submission of accounts.
- Asset sales are currently forecasting up to circa £200m in 2022/23. There is a major risk if the sales do not materialise. The capitalisation direction is showing a major reduction, arising from the above.
- Significant progress has been made in the savings delivery risk assessment with services.
- The new finance structure has been approved, recruitment will complete Autumn 22, subject to candidates.
- The financial strategy is unchanged and starting to come to fruition

Headlines

Governance & Scrutiny – see Democratic Governance and Scrutiny Action Plan

- New Monitoring Officer – Stephen Taylor – has been appointed, with Principal Lawyer continuing to support as deputy MO.
- He will be establishing a new Governance working group, to oversee the further development and deliver of the democratic governance and scrutiny action plans.
- Scrutiny is setting up three focused Task and Finish reviews on Contracts, Complaints and SCF business planning; is preparing for scrutiny of budget/savings in Nov-Dec and preparing proactive Council response to final CfGS report for publication end of November.
- Completion of SCF governance review.
- Continued improvements on quality of member level reports.
- Corporate Schedule developed and launched with guidance and directorate-level shared ownership/accountability- timescales clarified and better publicised amongst senior leadership for decision-making reports and processes including Cabinet and Asset Disposal Sub-Committee.

Headlines






Creation of Housing & Property Directorate

- The consultation and implementation splitting services from Place and Community to Housing & Property has been completed, creating two separate directorates.
- The ED for Housing & Property has now started.
- A transition with officers is underway to ensure that there is continuity in service provision.
- This will improve leadership capacity and address many legacy issues arising from the Our Futures restructure.

Contract Management

- The council has implemented a centralised contracts register to improve the management and oversight of contracts and allow the council to plan procurement activity more effectively.
- Recruitment has been initiated to move towards a permanent in-house team.





Commissioner's Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
1	Functional Capability Assessment	Sarah Hayward	Dean Tyler		01-Dec-22		=	14/10 - Service plans have been completed, which will address gaps in capability. These are continuing to be iterated to ensure coherence across services and alignment with the corporate plan. SLT will act as the governance body for the service planning. Next steps are to develop reporting arrangements for monitoring progress in delivery, and ensure lessons for next year are captured.
2	Avoid Poor Governance or Financial Mismanagement	Steve Mair	Steve Muldoon / Liton Rahman	Leader / Cabinet Member for Financial Oversight & Council Assets	Continuous		▲	28/10 - Extensive finance business plan completed March 2022. Developed a medium and long term financial planning framework. Implemented changes to obtain best value for money. Ensuring financial implications of decisions are understood. Improving capacity, capability and culture to enable future success and monitoring of progress through the Finance Action plan. Embedding strong Financial Governance and risk management. Further improvements in Governance and Culture across the council will also contribute towards the delivery of this direction.
3a	Financial Sustainability Action Plan	Steven Mair	Steve Muldoon / Liton Rahman	Leader / Cabinet Member for Financial Oversight & Council Assets	31-Mar-29		▲	13/10 - The Finance action plan covers 10 years in detail from 2015/16 to 2024/25 and is supplemented by a 14 year active financial model (to 2028/29). Key elements are: Accounts, Assets sales, Capitalisation direction, Revenue budgets, Borrowings, MRP, DSG, Internal audit, Risks and mitigations Finance structure and Directions/recommendations from DLUHC, GT, CIPFA, Directions. The plan is regularly updated.
3b	Democratic Governance Action Plan	Stephen Tayler	Alexander Polak	Leader	01-Dec-22		▲	17/10 - The Monitoring Officer completed the latest Democratic Services Action Plan in September, with continuity from the relevant sections of earlier finance action plan reports, and clear links back to DLUHC directions and various external inspection findings. The sections include: decision-making, Audit, Scrutiny (see below), Member-Officer relations, whole-council elections and companies governance. It remains a live document.
3c	Scrutiny Action Plan	Stephen Tayler	Alexander Polak	Chair, Overview & Scrutiny Committee	01-Oct-22		▲	17/10 - The Monitoring Officer completed the latest Democratic Services Action Plan in September (as above) including a section on Scrutiny showing clear links back to the DLUHC directions and various external inspection findings. A proactive Council response to final CfGS report is in development for publication at the end of November which will update the scrutiny action plan, which remains a live document

Commissioner's Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3d	Internal Audit Action Plan	Steven Mair	Mike Thomas	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23			19/10 - Pre 21/22 internal audits - there are now 235 actions or 85 per cent completed from a total of 276 actions. Pre-21/22 internal audits - there are now 103 actions or 36% completed from a total of 279 actions. 20% are not yet due for completion. As per the direction, the existing service has been revised and a fully costed internal audit function has been completed
3e	Procurement and Contract Management Action Plan	Steven Mair	Clare Priest	Cabinet Member for Customer Services, Procurement & Performance	12-Jan-23			20/09 - Work has been progressing well to fully capture / document SBC contracts that are in place, and to ensure suitable ownership / management internally.
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23			22/09 - Simon Sharkey Woods has been confirmed as Associate Director Chief Digital & Information Officer. 17/10 - Draft high level goals that align to government directions, corporate plan and the need to drive savings being developed.
3g	Officer Structure and Scheme of Delegation	Gavin Jones	Sarah Wilson (MO)	Leader	01-Oct-22			22/09 - Appropriate new hires to complete the senior officer structure are progressing well, incl. the Head of Comms and Associate Director of Transformation. 21/09 - Where possible, and as 'Directed' permanent appointments are being sought, however a pragmatic approach and interims are being hired where appropriate to move forward quickly.
4	Improvement Plan Monthly Reporting	Sarah Hayward	Tony Wisken	Leader	01-Nov-23			14/10 - First new style reporting with improved content and evidence produced for the Oct-22 IRB. 22/09 - Initial draft produced for review with Improvement and Recovery Board.
5	Cultural Change Programme	Stephen Brown	Surjit Nagra	Leader	03-Mar-23			14/10 - Recruitment of a suitable lead Officer is underway, however this has not prevented progress to get underway within individual directorates in response to the overall themes of the Directions. Once the new lead Officer is in position a formal Programme will be put in place to pull this good work together, establish an oragnisational level plan and track effectively.

Commissioner's Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
6	Subsidiary Company Review	Steven Mair	Steve Muldoon	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23			19/10 - The Council had 11 companies - one (SCF) is excluded from this direction, six have been shut, three are currently being very actively managed. Major progress has been made in governance, asset sales, financial information, directors. Would be green were it not for outstanding issues relating to shareholders.
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson (MO)	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23			14/10 - Internal restructure has implemented improved structures and leadership for the Data & Insight Functions. Additional evidence of the decision making processes has been included in the IRB reporting.

An extensive finance business plan completed March 2022 set out our vision to ensure the long-term financial sustainability of Slough by making sure every pound of public money is spent wisely and the financial implications of all decisions are understood.

We have:

- Developed a medium and long term financial planning framework – now embedded in the work around the capitalisation direction, approach to savings, budget and financial reporting processes.
- Implemented changes to obtain best value for taxpayers money – through changes to the Commercial team and better understanding of contracts and contract management; use of the ECP process to challenge all expenditure, revision of contract procedure rules and associated training.
- Ensured the financial implications of decisions are understood – developing business case analysis and reviewing council companies; improved risk management arrangements.
- Operated an efficient and effectively customer focussed department – reviewing the systems and processes and the way in which Agresso has been utilised, reviewing our teams development and training needs, succession planning.

We have also:

- Improved capacity, capability and culture to enable future success – through the departmental restructure, the recruitment of experienced interims to assist with all aspects of the change agenda; and monitoring of progress through the finance action plan.
- Embedded strong financial governance and risk management – completing annual accounts; reviewing previous annual governance statements; developing new financial procedure rules; agreeing a revised risk management strategy and supporting processes; introducing a S106 governance group with a framework being developed and a monitoring function to be introduced.

Governance

Progress:

- Report templates for all member level decision-making have been amended to include a commissioner comments section and with commissioners consulted as part of clearance process.
- Officer training has been devised and delivered to top three tiers of management on local government decision-making, following consultation with commissioners on topics covered and content of presentation.
- Cabinet portfolios have been refreshed to align with corporate plan and priorities.

Next steps are:

- To devise a bite size training programme for officers to cover a variety of topics on good governance.
- Working with the commissioners and their chief of staff to devise a framework for commissioner decision-making and advice and guidance.

2023/24 Savings Delivery Risk Assessment (figures in £'000s)

As @ 31-Oct-22	Saving Totals		Deliverability RAG Assessment					Saving Mitigations		
Function	Original (Baseline)	Total so far (excl. Non-Deliverable)	Non-Deliverable	Red (no credible plan)	Amber (at risk)	Green (on track)	Delivered	Agreed Sustainable	Agreed One-off	Proposed
Adults	4,873	4,962	0	0	1,504	3,458	0	0	0	0
Childrens	790	0	0	0	0	0	0	0	0	0
COO	1,277	184	100	0	140	44	0	0	0	0
COO/Finance	667	667	0	0	0	667	0	0	0	0
Finance	2,292	0	0	0	0	0	0	0	0	0
Place	4,902	4,902	0	406	1,000	3,496	0	0	0	0
Cross-Council	1,800	0	0	0	0	0	0	0	0	0
Total Slough Savings	16,601	10,715	100	406	2,644	7,665	0	0	0	0
			0.6%	2.4%	15.9%	46.2%	0.0%			
			↑	↑	↑	↑	→			
Movement from Previous Period			100	406	2,644	7,665	0			
Previous Period			0	0	0	0	0			

Accounts

- The 18/19 accounts have been submitted. These are likely to be audited by December and be a limitation of scope opinion. The audit work is under review.
- The 19/20 accounts have been submitted.
- The 20/21 accounts will be submitted in January 2023.

Budget

- Budget for 2022/23 – the month six forecast is currently being prepared and is projecting the Council will be within budget.
- The 2023/24 budget development continues, and the savings challenge is currently in progress.
- Proposals are also starting to be gathered for 2024/25.

Structure

- The new finance structure has been approved, recruitment will complete Autumn 22, subject to candidates.

Assets and Capitalisation

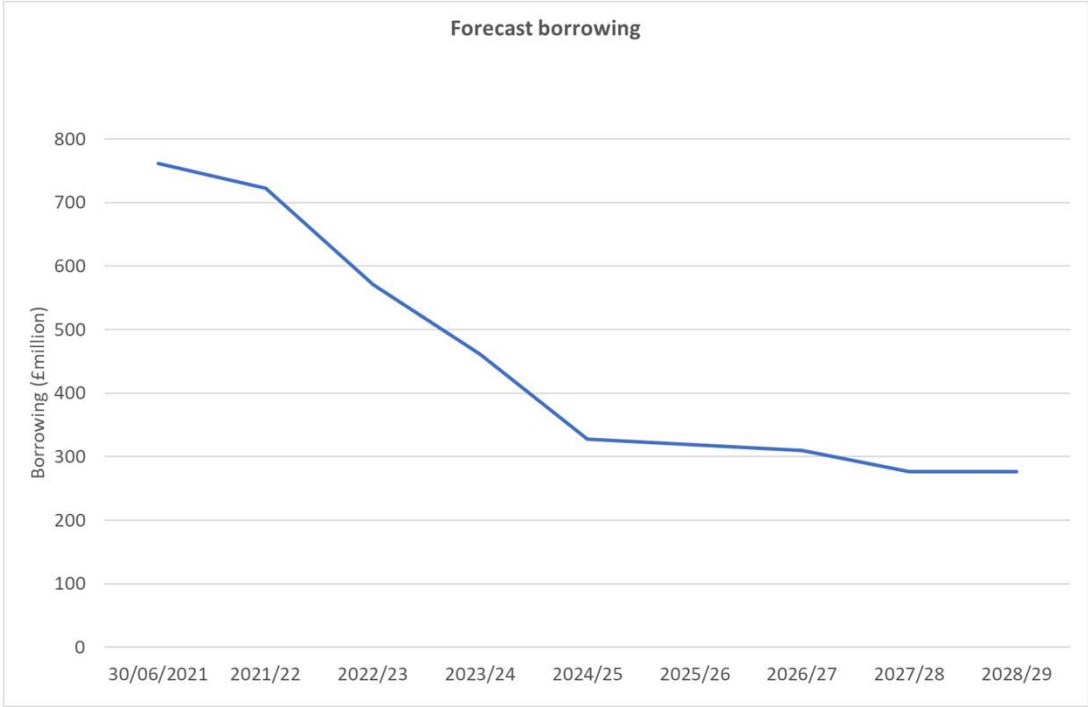
- Asset sales are currently forecasting up to circa £200m in 2022/23.
- This is a major risk if the sales do not materialise, currently assuming the sales come in according to current estimates, if so the Council is well in advance of the budgeted position..
- The capitalisation direction is showing a major reduction, largely, but not solely, arising from the above.

Dedicated Schools Grant

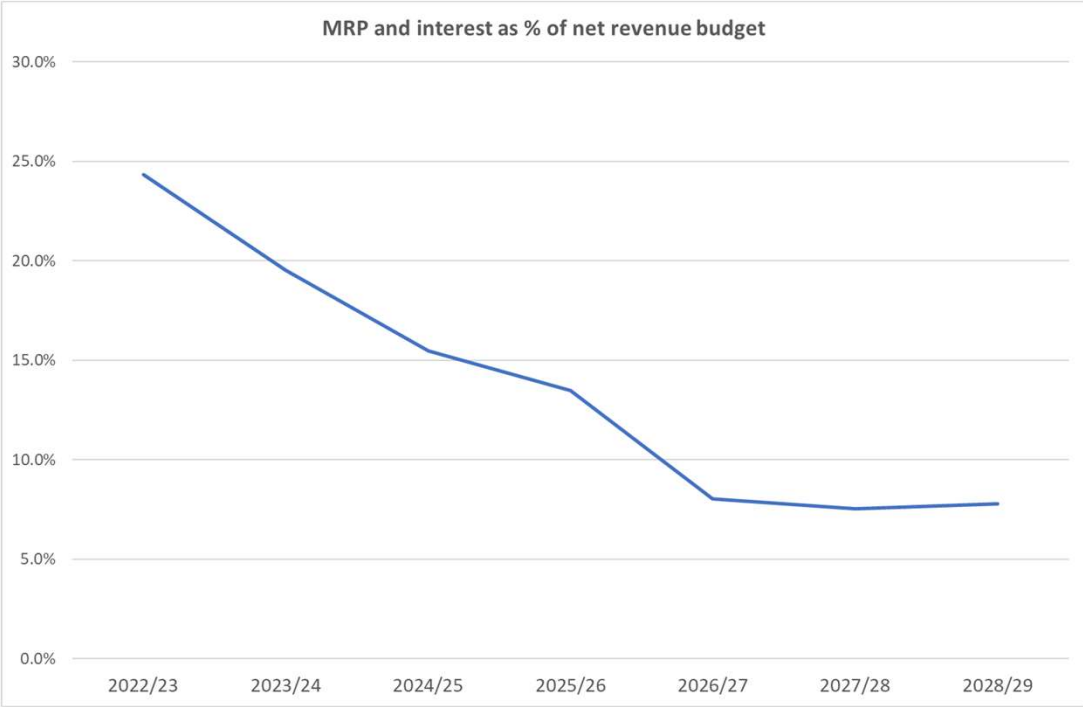
- The DSG is forecasting to be balanced by 2025/26.
- Council on track to submit initial proposal for addressing in-year deficit by 13 January 2023.
- Final proposal required by 3 February 2023.
- Notification of approval expected in March 2023.
- Could result in write off of £27m of deficit.
- DfE very complementary about the Council's work on this.

All figures are volatile and subject to change.

Forecast borrowing



MRP and interest as % of net revenue budget



The disposal programme commenced in July 2022 with the four out of borough assets.

Since then, eight properties have been brought to the market of which zero have completed, five are under offer and three are currently on the market. To date the disposal programme has generated £0.00m in capital receipts.

Within AY's Asset Review Report (dated July 2022), the potential receipt for this financial year (2022/2023) totals £108.00m. However, a total of £208.58m is now anticipated for the end of this financial year, out of which £0.00m has been received in capital receipts.

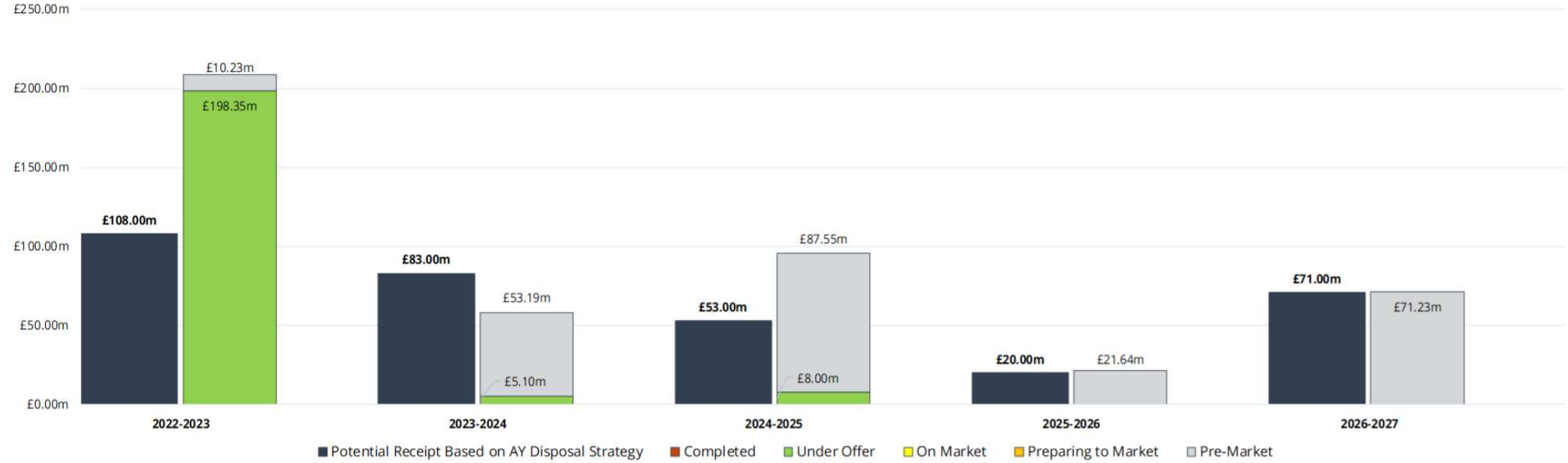
There are 20 properties on the disposal list for this financial year (2022/2023). Of these 20 properties, zero have completed, five are under offer and three are on the market.

	2022/2023		2023/2024				2024/2025				2025/2026				2026/2027			
	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027
Cumulative Potential Receipt Based on AY Disposal Strategy	£108.00m		£191.00m				£244.00m				£264.00m				£335.00m			
Incremental Potential Receipts	£108.00m		£83.00m				£53.00m				£20.00m				£71.00m			
Cumulative Anticipated Receipts	£208.58m		£266.87m				£362.42m				£384.06m				£455.29m			
Incremental Anticipated Receipts	£208.58m		£58.29m				£95.55m				£21.64m				£71.23m			
Actual Receipts	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m

Progress Chart



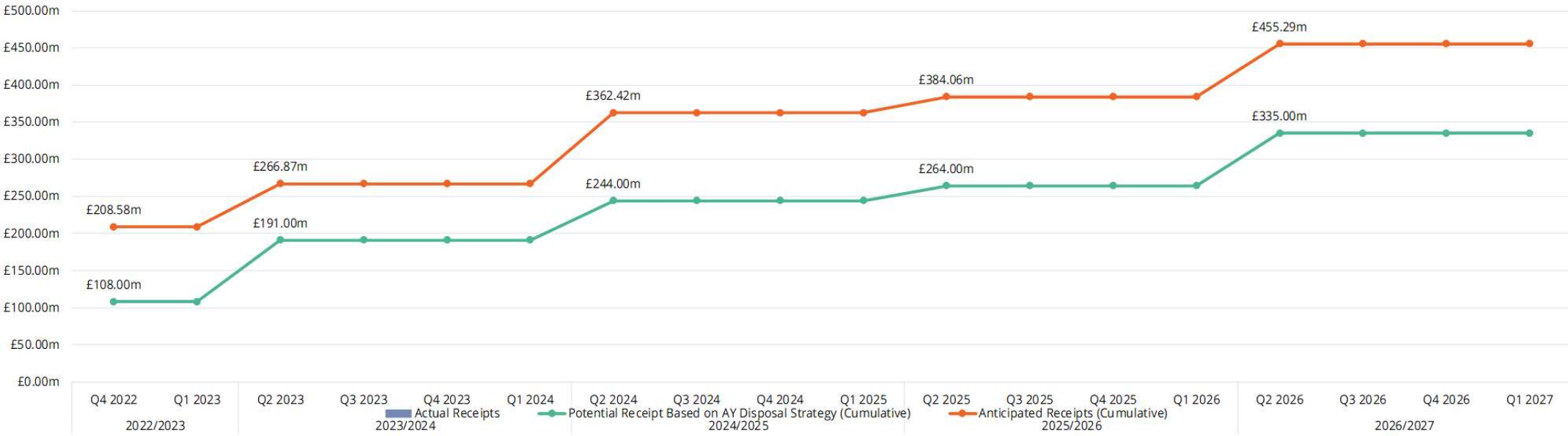
Baseline Receipts from AY Disposal Strategy vs. Current Progress





Cumulative Disposals

Cumulative Target vs Cumulative Forecast vs Actual



Progress

- New Monitoring Officer (MO) – Stephen Taylor – has been appointed, with Principal Lawyer continuing as deputy MO.
- New Head of Governance and Scrutiny appointed, working with Principal Lawyer to support MO with delivery of governance improvement and undertake statutory scrutiny officer role.
- One overarching, governance action plan prepared, this will complement new cabinet and full council formal corporate reporting formats.
- Continued improvements on quality of member level reports, including reports on asset disposal decisions, to include clear valuation evidence, new asset disposal strategy and a split part 1 / part 2 reporting methodology.
- We have reviewed the complaints handling process – with findings included in the annual report to Audit and Corporate Governance Committee.
- A report has been prepared for Customer and Community scrutiny, to set up a Complaints Task & Finish Group.
- A review of member casework is also being undertaken.

Progress continued

- Corporate Schedule developed and launched with guidance containing a forward look for Member and senior officer decision-making up to 2023 election. The process embeds accountability and improves co-ordination of corporate activity.
- Officer training on local government decision-making delivered to top three tiers of management.
- Cabinet portfolios have been refreshed to align with corporate plan and priorities, as well as to creating greater capacity for leadership of the council's recovery and financial strategy.
- A further refresh is expected following the May elections, to improve alignment with the new directorate structure.
- The Governance review of SCF is complete and to be presented to SCF and Cabinet to agree recommended actions.
- Officer training on report writing and decision-making in local government has been developed.
- Amendments to the Constitution in relation to democratic decision-making, including: public participation rules in cabinet meetings; backbench member participation rules in cabinet meetings, new asset disposal cabinet committee; and changes to reserved functions to clarify decisions to be made at cabinet level.

Next actions

- establishing a new Governance working group, lead by the MO, to oversee the further development, and delivery, of the democratic governance and scrutiny action plans.
- Devise a framework for commissioner decision-making and advice and guidance.
- Programme of Member/Officer culture change to be further developed, starting with exploration of themes and issues already identified, new themes and issues will be added as identified.
- Further Officer governance training on key governance themes, including member officer relations and report writing.
- Ensure role of MO, position in structure and management responsibilities is reviewed as part of the wider senior leadership changes.
- Deliver whole-council elections, along with a programme of work aimed at realising the opportunities offered, including member support, member-development, constitutional and process improvement, member & officer culture and behavioural change, and developments to the council's short, medium and long-term strategic planning.

Progress

- Experienced interim officer commenced as Statutory Scrutiny Officer in July.
- Funding has been agreed to reinstate some operational capacity for ongoing scrutiny support within the Democratic Services team, subject to successful recruitment
- Bespoke training will be delivered to all members of scrutiny following May 2023 election
- Annual work planning event took place, leading to three focused task and finish groups being set up and work commencing.

Next actions

- Progress three focused Task and Finish reviews on Contracts, Complaints and SCF business planning, prepare for scrutiny of budget/savings in Nov-Dec; develop medium-term work programmes following; and prepare proactive Council response to final CfGS report for publication for the end of November.
- Recruit officer resource to team
- Continued officer and member training on role of scrutiny pre-and post-election
- Annual work planning event spanning the elections to blend experience and new ideas

Progress on actioning internal audits was slow or non-existent for several years.

Pre 21/22 internal audits:

- Progress has been made in closing down management actions from previous financial years.
- There are now 235 actions or 85 per cent completed from a total of 276 actions.

21/22 internal audits:

- There are now 103 actions or 36% completed from a total of 279 actions.
- 20% are not yet due for completion.

22/23 internal audits:

- Internal audit plan agreed in July 2022 – 6 assignments in progress
- Reports on progress of implementing recommendations are made to every Audit and Corporate Governance Committee, the Risk and Audit Board and the CLT Assurance meetings.

Progress

- Revised terms of reference for Audit and Corporate Governance Committee, including separation of Standards Committee from Audit function was completed and approved in January 2022.
- Key recommendation from CIPFA / DLUHC was to undertake option appraisal of Internal Audit. This was completed and agreed by Cabinet in March 2022.
- Training for Audit and Corporate Governance Committee members, co-delivered by officers and the LGA in July 2022. Further training being set up for future meetings.
- Improved reporting to Audit and Corporate Governance Committee on risk management (against new risk management strategy) and progress against internal audit actions.
- Internal Risk and Audit Board identifying themes to inform improvements. Discussion with internal audit to move annual audit plan to move thematic basis to better target risk.

Next steps

- Recruitment to new in-house internal audit team by Q1 2023– adverts out week commencing 31 October
- Responses to IA recommendations reported monthly to CLT assurance meeting and quarterly to Audit and Corporate Governance Committee.
- Revised audit plan to July 2023 Audit and Corporate Governance Committee.
- Quality review of new IA function to be scheduled for 2024.
- Training programme for members to be delivered during 2023/24.

The contract register is being actively used to identify procurement activity to ensure this is done in a timely way, and to identify opportunities to make savings through contract re-procurement.

Staff training has progressed to ensure the organisation is well informed on governance.

A report on progress went to Cabinet on 17/10.

Key improvements to date

Improving the council's contract procedure rules and procurement and contract management governance, to improve decision making at the appropriate levels.

- Informing staff through a training programme.
- Implemented a centralised contracts register to improve the management and oversight of contracts and allows the council to plan procurement activity more effectively.
- Moving away from relying on expensive consultancy support, by initiating recruitment to a permanent in-house team.

Savings through detailed review of the council's contracts register

- The contracts register is being actively used to identify opportunities to drive savings and value for money. As a result of the reviews, savings of £1.8m have been identified. Note: the majority of these savings have been put into the Council's MTFS.

Further key development activities

- Implement the contracts register on the council's finance system, so contracts can be easily linked to budgets and spend – by March 2023.
- Development of a framework to ensure there is a co-ordinated and consistent approach to contract management – from January 2023.
- Ensure KPI's are meaningful and monitored effectively – from January 2023.
- Programme of continuous contracts register reviews to ensure the council is getting the best value for money – from September 2023 and six monthly thereafter.
- Implement the actions in the procurement and contract management strategy that have not yet been undertaken, throughout the 2023/24 financial year.
- Overview & Scrutiny Committee have launched a Contracts T&F Group to enhance improvement activity by bringing in additional councillor-level oversight, understanding and challenge.

The ICT & Digital Team has the ambition to:

- Establish technology services that are reliable and effective for our staff, and that empower front-line services to continually improve their efficiency
- Build a trusted public facing digital presence that is simple to use, and significantly increases the proportion of self-service by residents
- Provide as many core services as possible through secure public cloud Software-as-a-Service options, leading to less need for expensive technical infrastructure and deep technical specialists
- Support all transformation activity as the Council moves to a new operating model that is affordable, and is still able to provide quality services to residents

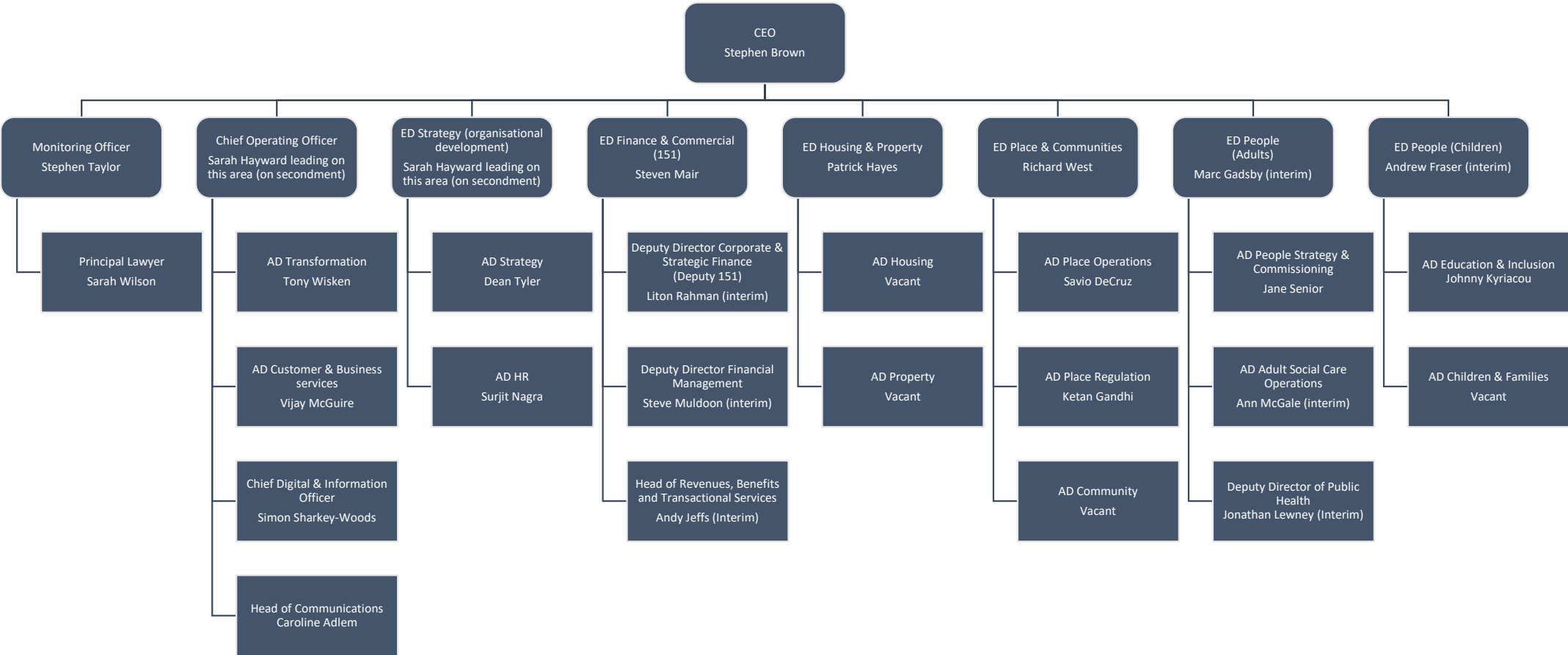
To achieve this the team has:

- Restructured the roles within the team and are currently recruiting internally before going to market
- Opened exploratory discussions with specialist suppliers on ways to rapidly improve our digital presence
- Progressed a new hosting arrangement for our core ERP system (Agresso) that saves significant money
- Established stronger connections at SLT, and with our new PMO team to ensure work priorities are aligned to the government directions, a focus on savings, and the corporate plan
- Continued activity on the plan for remediating and modernising legacy technology infrastructure
- Committed to inviting O&S challenge and oversight and updating Cabinet in December to ensure democratic oversight

Organisational Structure - Senior Recruitment Update

Direction 3.g

Ref	Directorate	Tier	Position	Owner	RAG		Target Date	Incumbent	Commentary / Progress
					Curr.	Trend			
P-004	COO	1	Monitoring Officer	Stephen Brown		=	26-Nov-22	Stephen Taylor	13/10 Stephen Taylor has joined SBC.
P-001	COO	2	AD Transformation	Stephen Brown		▲	12-Sep-22	Tony Wisken	03/10 Tony Wisken joined SBC on 12/09 , on a secondment basis from Essex County Council. Formal contract details still pending.
P-002	COO	3	Head of Communication	Stephen Brown		=	19-Sep-22	Caroline Adlem	03/10 Caroline joined SBC on 19/09 .
P-005	Finance	1	ED Finance and Commercial Services	Stephen Brown		▲	01-Mar-23		13/10 Final interviews to take place in Jan-23.
P-012	Finance	2	DD Corporate & Strategic Finance	Stephen Brown		▲	01-Mar-23	Liton Rahman	31/10 Final interviews to take place in Jan-23. Liton Rahman is current interim.
P-013	Finance	2	DD Financial Management	Stephen Brown		▲	01-Mar-23	Steve Muldoon	31/10 Final interviews to take place in Jan-23. Steve Muldoon is current interim.
P-011	People		AD People (Adults)	Surjit Nagra		▲	10-Oct-22		13/10 An interim has been engaged for this position.
P-006	People	1	ED People (Adults)	Stephen Brown		▲	01-Feb-23		13/10 Interview scheduled for w/c 24-Oct.
P-007	People	1	ED People (Children's)	Stephen Brown		=	01-Feb-23		13/10 Applications are currently under review to consider next steps.
P-003	Place	1	ED Housing and Property	Stephen Brown		▲	17-Oct-22	Patrick Hayes	13/10 Patrick Hayes has been appointed and will be joining SBC on 17-Oct.
P-009	Place	2	AD Community	Surjit Nagra		=	01-Feb-23		13/10 Closing date for advertisement 17-Oct.
P-010	Place	2	AD Housing	Surjit Nagra		=	01-Feb-23		13/10 Closing date for advertisement 17-Oct.
P-008	Place	2	AD Property	Surjit Nagra		=	01-Feb-23		13/10 Closing date for advertisement 17-Oct.



Progress

- An internal communications plan has been developed and be rolled from November, which will support culture change and includes, roadshows, newsletters, a staff survey and blogs and vlogs
- The council's Race Equality and Celebrating Heritage (REACH) Network has hosted a special event for Black History Month
- We are launching the revised performance management framework, starting with appraisals / review meetings to get the workforce aligned to the corporate plan and service delivery plans
- The recruitment process is being streamlined to accommodate the pace required to recruit to vacant posts
- The second set of mandatory training for the organisation has been launched – to ensure that have a baseline knowledge of issues that the organisation requires of us employees of the council

- Following reviews, the Standards Committee has received reports on: whistle blowing; member's register of interests and declarations of interests; learning from the committee for standards in public life; and, an update on code of conduct complaints
- The council will hold governance workshops for senior officers - using the Centre for Governance and Scrutiny's governance toolkit.
- The Councillors Code of Conduct has been amended to adopt LGA Model Code of Conduct
- Training has been provided to top three tiers of officers on member and officers' roles and responsibilities and the member officer protocol, which has been amended to clarify training expectations.
- LGA Support has been offered to political groups and chairs of committees and meetings have been held with group leaders on concerns and conduct issues.
- Further action has been taken in regard to access to information rules, member casework and member communication.

Next Steps

- The Chief Executive will be overseeing the creation of a team to develop and lead a comprehensive culture change programme. The team will be advised by an experienced consultant – Nick Kemp – who has agreed to support SBC on a part-time basis.
- Member induction and development programme following May elections
- Further workshops for senior officers utilising CfGS governance framework funded by LGA
- Interviews are being conducted to recruit expertise for organisational development and a "plan B" is being developed given the market limitations Slough is experience

The Council had 11 companies:

- six have been shut.
- four are currently being very actively managed.
- one, low risk, will follow in 23/24.
- Reviews of GRE5, SUR and SCF have been undertaken.
- Directors have been replaced for all, apart from DISH.
- An officer corporate oversight board has been established to provide support to representatives.
- Council capital programme commitments for the companies have been reduced by at least £65m.
- Programme to accelerate asset disposals to generate cash receipts of c.£40m in 22/23 and 23/24.
- Loan repayments to the Council have been accelerated, SUR loan facility reduced from £9m to £2m in 12 months.
- Additional external funding obtained to reduce Council's financial exposure e.g. grant of £9m for GRE5.
- Reduced operating costs for SUR and JEH with reduced scale of operations.

Next steps

- Anticipated capital receipts from sales are:
 - 2022/23: £22m
 - 2023/24: £8m
 - 2024/25: £10m
- Above excludes JEH which will be worked up for the exit plan.
- Business plans for JEH, GRE5, SCF to Cabinet in March 2023.
- JEH review to Cabinet March 2023.
- Exit from GRE5 when works complete/legal claim settled.
- DISH review and changes planned for 2023/24.
- SUR estimated exit plan 2024/25.

Further information on subsidiary companies has been included in the appendix.

Progress

- Monthly reporting against the new Corporate Recovery and Improvement Plan has been established with CLT and Improvement & Recovery Board
- We have established a Data Strategy and Governance Board to oversee improvements in quality and consistency of data management and reporting across the council
- Member training now includes making informed decisions, based on evidence provided.
- The council has sought to improved transparency in decision-making through the increased use of Part1/Part 2 reports where confidential information needs to be presented
- Councillor led decision-making - lead members are briefed and take ownership of reports and pre-meeting briefings with scrutiny members
- Pro-bono advice has been received from Microsoft on options for new technologies to more effectively use data in decision-making
- We are establishing a consistent platform – Citizen Space – across the council to improve resident consultation and engagement in decision making. 10 further members of staff across different services have been trained it its use and will be used to train others.

Progress

- Public participation rules and rules for backbench comments and questions, have been changed to gives rights to participate in cabinet meetings
- We are also establishing a consistent platform – Citizen Space – across the council to improve resident consultation and engagement in decision making. 10 further members of staff across different services have been trained in its use and will be used to train others.

Examples of improvements in evidence based decision making have been included in the appendix.

Next steps

- Options to bring the council to a consistently 'good' level against this Direction were presented to CLT in early October. Follow-up discussions are planned in November.
- The investment and technological improvements required to achieve are being considered within 23/24 and 24/25 budget conversations.
- Continue rolling out Citizen Space resident consultation and engagement platform across the council throughout November.
- Develop strategy for better involving children and young people in decision-making effecting them.
- Review further action that can be taken to increased resident engagement in decision-making, including within policy formulation at an earlier stage.
- Scrutiny - task and finish groups are currently reviewing data – including on complaints - and other relevant information to inform future policy decisions.

Any Other Business?



Strategy and Transformation

Improvement and Recovery Board Appendices

Contents

- Recent Governance Decisions Taken in Support of Improvement and Recovery
- Previous IRB Decisions Taken
- Cost Saving Initiatives
- Functional Capability Assessments Update (Complete Direction)
- Subsidiary Company Review – further detail (Direction 6)
- Evidence based decision making examples (Direction 7)
- Corporate Risk Register (extract)
- Key Service Updates

Recent Governance Decisions Taken in Support of Improvement and Recovery

Ref	Report & Subject	Date	Chief & Contact Officers	Portfolio	Key Decision	Summary of Decision	Related Direction and Contribution to Recovery	Link to Document
GD-022	Scrutiny Task & Finish Group - Slough Children First Business Planning	24-Oct-22	Andrew Fraser ----- Alexander Polak	Children's Services, Lifelong Learning & Skills	No	Approve the creation of a Task & Finish Group to review Slough Children First Business Planning	2 Avoid Poor Governance or Financial Mismanagement 3b Democratic Services Action Plan 3c Scrutiny Action Plan: Allows for an informed review into the arrangements surrounding the company and to make recommendations to Cabinet in time to influence budget setting decisions.	https://democracy.slough.gov.uk/documents/s73221/Task%20and%20Finish%20Group%20-%20SCF%20corporate%20reports%20and%20plans.pdf
GD-021	Scrutiny Task & Finish Group - Complaints Handling	20-Oct-22	Stephen Brown ----- Alexander Polak	Customer Services, Procurement and Performance	No	Approve the creation of a Complaints Handling Task and Finish Group	2 Avoid Poor Governance or Financial Mismanagement 3b Democratic Services Action Plan 3c Scrutiny Action Plan: Complaints represents an important area for the overall governance of the authority and a valuable source of performance information.	https://democracy.slough.gov.uk/documents/s73128/Task%20and%20Finish%20Group%20-%20Complaints%20Handling.pdf
GD-017	Cabinet Corporate Debt Management Policy	17-Oct-22	Steven Mair ----- Steven Mair	Financial Oversight and Council Assets	No	Approve a Corporate Debt Recovery Policy to support the maximisation of debt collection	3a Financial Sustainability Action Plan: Commissioners comment that the policy should balance the need to protect the public purse and support residents and businesses	https://democracy.slough.gov.uk/documents/s72981/Report.pdf
GD-018	Cabinet Update on Procurement and Contract Management	17-Oct-22	Steven Mair ----- Clare Priest	Procurement and Performance	No	Update on key developments by the Commercial team to improve procurement and contract management	3e Procurement and Contract Management Action Plan: Commissioners recognise the good progress to build a contract register although this needs regular management with updates to Commissioner	https://democracy.slough.gov.uk/documents/s72986/Report.pdf
GD-019	Cabinet Recommendations from the Cabinet Committee on Asset Disposals: Asset Disposal Strategy	17-Oct-22	Richard West / Steven Mair ----- Fin Garvey / Peter Worth	Financial Oversight and Council Assets	Yes	Agree the Asset Disposal Strategy and the declaration of assets listed as surplus	3a Financial Sustainability Action Plan: Adoption of the strategy and delivery at pace are essential to financial sustainability.	https://democracy.slough.gov.uk/documents/s72967/Cabinet%20Paper%20on%20Asset%20Disposal%20Strategy.pdf

Recent Governance Decisions Taken in Support of Improvement and Recovery

Ref	Report & Subject	Date	Chief & Contact Officers	Portfolio	Key Decision	Summary of Decision	Related Direction and Contribution to Recovery	Link to Document
GD-020	Cabinet Recommendations from the Cabinet Committee on Asset Disposals: Montem site	17-Oct-22	Richard West / Steven Mair ----- Dean Tyler / Carmel Booth	Financial Oversight and Council Assets	Yes	Disposal of Montem Lane asset	3a Financial Sustainability Action Plan: Commissioners view the disposal as essential to meet the financial recovery goals and is considered to be best value in the market today.	https://democracy.slough.gov.uk/documents/s72948/Report%20Part%201.pdf
GD-012	Cabinet Finance Action Plan - update	21-Sep-22	Steven Mair ----- Steven Mair	Financial Oversight and Council Assets	No	Update on the work to respond to the serious financial challenges and recommendations made by external agencies	3a Financial Sustainability Action Plan: Commissioners pleased to see progress on the implementation of the recommendations arising from the CIPFA review, DLUHC Governance Review, Grant Thornton recommendations and the Directions	https://democracy.slough.gov.uk/documents/s72493/September%202022%20FAP%20Revised%20Master%2019.9.22%20v7.pdf
GD-013	Cabinet Financial Update Report - 2022/23	21-Sep-22	Steven Mair ----- Steven Mair	Financial Oversight and Council Assets	No	Forecast revenue and capital outturn position for 2022/23 with risks and mitigations.	3a Financial Sustainability Action Plan: Commissioners note the forecast for a balanced position on the general fund however there is a shortfall against the savings targets and expect a robust Scrutiny process for 2023/24 budget	https://democracy.slough.gov.uk/documents/s72494/1%20Monitoring%20Report%202022-23%20P4%20DRAFT%20MASTER%2019.9.22%20v4.2.pdf
GD-014	Cabinet Update on the procurement forward plan for services in excess of £180,000 and works in excess of £1 million in 2022/23	21-Sep-22	Steven Mair ----- Clare Priest	Procurement and Performance	Yes	Authority for commencement of procurement for contracts to be let in 2022/23	3e Procurement and Contract Management Action Plan: Commissioners have reviewed the report	https://democracy.slough.gov.uk/documents/s72291/180%20Contracts%20over%20180k%20cabinet%20report%2022.23%20Sept%20update%20v6.pdf
GD-015	Cabinet Waste Collection and Disposal Savings	21-Sep-22	Richard West ----- Savio DeCruz	Transport and the Local Environment	Yes	Agree a range of charges related to waste and disposal as well as frequency of collections	3a Financial Sustainability Action Plan: Commissioners decided not to comment to allow freedom for Scrutiny to give consideration to the issue	https://democracy.slough.gov.uk/documents/s72367/Report%20and%20Appendices.pdf



Recent Governance Decisions Taken in Support of Improvement and Recovery

Ref	Report & Subject	Date	Chief & Contact Officers	Portfolio	Decision Key	Summary of Decision	Related Direction and Contribution to Recovery	Link to Document
GD-016	Cabinet Disposal of Council Assets in Wolverhampton, Bradford, Gosport and Basingstoke	21-Sep-22	Richard West / Steven Mair ----- Fin Garvey / Peter Worth	Financial Oversight and Council Assets	Yes	Approve four asset sales located outside the borough to generate net savings to the revenue budget and capital receipts	3a Financial Sustainability Action Plan: The disposal are essential to meet the financial recovery goals and are best value in the market today	https://democracy.slough.gov.uk/documents/s72368/Report.pdf
GD-004	Cabinet Financial Action Plan - update	18-Jul-22	Steven Mair ----- Steven Mair	Financial Oversight and Council Assets	No	Update on the work to respond to the serious financial challenges and recommendations made by external agencies	3a Financial Sustainability Action Plan: Commissioners pleased to see progress with the identified actions	https://democracy.slough.gov.uk/documents/s70263/Report%20and%20Appendices.pdf
GD-005	Cabinet Risk Management Strategy	18-Jul-22	Steven Mair ----- Clare Priest / Mike Thomas	Financial Oversight and Council Assets	No	Approve Risk Management Strategy for 2022/23 including risk management workshops	2 Avoid Poor Governance or Financial Mismanagement 3b Democratic Services Action Plan 3c Scrutiny Action Plan (Risk): Commissioners support the strategy to effectively manage risk	https://democracy.slough.gov.uk/documents/s70251/Report%20and%20Appendix.pdf
GD-006	Cabinet Senior management team restructure	18-Jul-22	Gavin Jones ----- Gavin Jones	Leader of the Council	No	Approve change from a 6 to 7 directorate model with changes to services under each directorate to improve capacity and capability	3g Officer Structure and Scheme of Delegation: Commissioners endorse the new structure and arrangements	https://democracy.slough.gov.uk/documents/s70252/Report.pdf
GD-007	Cabinet IT Team Restructure	18-Jul-22	Steven Mair ----- Simon SharkeyWoods	Customer Services, Procurement and Performance	No	Endorse the consultation process for the revised structure of IT including addition of key posts	3f Information Technology Action Plan: Commissioners content with proposals to enable the efficient and effective delivery of services - will need careful monitoring	https://democracy.slough.gov.uk/documents/s70254/Report%20and%20Appendices.pdf
GD-008	Cabinet Adult Social Care Debt Recovery Policy	18-Jul-22	Marc Gadsby ----- Marc Gadsby	Social Care and Public Health	Yes	Approve the Adult Social Care Debt Recovery Policy to ensure the Council achieves value for money in its debt collection arrangements	3a Financial Sustainability Action Plan: Commissioners content with the proposals	https://democracy.slough.gov.uk/documents/s70260/Report.pdf

Recent Governance Decisions Taken in Support of Improvement and Recovery

Ref	Report & Subject	Date	Chief & Contact Officers	Portfolio	Key Decision	Summary of Decision	Related Direction and Contribution to Recovery	Link to Document
GD-009	Cabinet Options to increase income from leisure contract	18-Jul-22	Richard West ----- Liz Jones	Leisure, Culture and Communities	Yes	Approve the negotiated management fee, suspension of the community-based action programme, introduction of above inflation price increases	3a Financial Sustainability Action Plan: Commissioners agree with the recommendations given the status of the contract, will need to consider carefully the longer term provision of services	https://democracy.slough.gov.uk/documents/s70264/Report.pdf
GD-010	Cabinet Charging for Garden Waste Collection	18-Jul-22	Richard West ----- Savio DeCruz	Transport and the Local Environment	Yes	Introduce a charge for garden waste to improve the financial position of the authority	3a Financial Sustainability Action Plan: Commissioners content with the proposals	https://democracy.slough.gov.uk/documents/s70265/Report%20and%20Appendix.pdf
GD-011	Cabinet Slough Urban Renewal - disposals update	18-Jul-22	Richard West / Steven Mair ----- Dean Tyler / Carmel Booth	Financial Oversight and Council Assets	Yes	Approve the disposal strategy for three SUR sites to generate disposal receipts at the earliest opportunity	3a Financial Sustainability Action Plan: Commissioners agree the recommendations reflect the need to secure value for money, reduce the Council's liabilities and risks	https://democracy.slough.gov.uk/documents/s70271/Report%20and%20Part%20I%20Appendix.pdf
GD-003	Scrutiny Task & Finish Group - Contract Management and Procurement	14-Jul-22	Steven Mair ----- Alexander Polak	Procurement and Performance	No	Approve the creation of a Task & Finish Group to review Contract Management and Procurement	3c Scrutiny Action Plan. 3e Procurement and Contract Management Action Plan: Allows for an informed review of contract management and procurement at SBC, including the initial procurement phase, performance monitoring and mitigation, and organisational learning.	https://democracy.slough.gov.uk/documents/s70436/Overview%20and%20Scrutiny%20Commercial%20and%20Contract%20Management.pdf
GD-001	Cabinet Finance Department Restructure	20-Jun-22	Steven Mair ----- Mike Thomas	Financial Oversight and Council Assets	No	Restructure of services to improve capacity and capability	3a Financial Sustainability Action Plan 3g Officer structure and Scheme of Delegation: Commissioners content with the proposed structure	https://democracy.slough.gov.uk/documents/s69649/Report.pdf
GD-002	Cabinet Improvement & Recovery - Asset Disposals programme	20-Jun-22	Richard West ----- Fin Garvey	Financial Oversight and Council Assets	No	Agreement to next steps in the advancement of the Asset Disposal Programme	3a Financial Sustainability Action Plan: Commissioners clear that asset disposal is a fundamental component of the Improvement and Recovery Plan	https://democracy.slough.gov.uk/documents/s69643/Report.pdf

Previous Improvement and Recovery Board Decisions Taken

Ref	Status	Description of Decision	Impact / Rationale of Decision	Date Raised	Raised By	Owner	Consulted Parties	Date Last Updated	RAG	Date Closed
D-001	Closing	Stephen Brown committed to providing a regular savings monitor to lead Members.	Lead Members will be communicated to effectively regarding the savings plans and progress.	22-Aug-22	IRB	Stephen Brown		22-Aug-22		13-Oct-22
D-002	Closing	Future reports to the Board should include an update on compliance with the Intervention Directions.	Commissioners will gain increased confidence that SBC are fully addressing the Intervention Directions.	25-Aug-22	IRB	Stephen Brown		13-Oct-22		

Service plans have been completed, which will seek to address gaps in capability identified in the functional capability assessments.

These are continuing to be iterated to ensure coherence across services and alignment with the corporate plan.

SLT will act as the governance body for the service plans - with meetings taking place weekly. Next steps are to develop reporting arrangements for monitoring progress in delivery, and ensure lessons for next year are captured.

SLT is also focussing on how a One Council approach can be applied to strategic priority areas – such as the Local Plan, Regulation & Enforcement, Recruitment & Retention, Communications and Programme Management.

GRE5

- Company limited by shares, sole purpose to own and manage Nova House, a residential block of flats.
- Report to cabinet and full council to set out options and regularise the loan arrangement.
- New directors appointed based on skills audit.
- Separation between board and shareholder function, with shareholder decisions made at officer, cabinet or council level as appropriate (loan arrangement agreed by full council)
- Securing of funding and commissioning of developer for cladding works.
- Exit arrangements expected in financial year 2024/25 due to works contract and ongoing litigation.

SUR

- SUR is not a company, it is a limited liability partnership, with specific limited liability partnerships created underneath for each scheme.
- Its purpose is to manage and deliver regeneration schemes.
- Cabinet reports on progress on each site managed via SUR.
- Corporate oversight board to strengthen governance and management arrangements.
- New Executive Director of Housing and Property will have lead responsibility for exit arrangements once current schemes are complete or alternative arrangements entered into.

JEH

- JEH is a company limited by shares. Its sole purpose is to acquire and hold housing properties.
- External review by Local Partnerships, funded by LGA.
- Loan arrangement regularised.
- New directors appointed with monthly board meetings.
- New SLA between Council and JEH to ensure transparency around services provided and cost recovery.
- Separation of banking arrangements put in place.

Development Initiative Slough Housing (DISH)

- Company limited by shares set up in 1988 for sole purpose of leasing and managing 54 properties.
- Properties are all tenanted with stability in its tenants.
- Options review and exit strategy scheduled for financial year 2023/24 due to lower risks.

Slough Children First (SCF)

- SCF is a company limited by guarantee. It was set up under the statutory direction of the SoS for Education.
- Articles of association were amended in April 2021 to make it wholly owned by the Council. Articles clearly set out reserved matters.
- The board of directors is made up of paid executive directors, independent non-executive directors and council nominated directors.
- The board is relatively new with most directors having been appointed since April 2021.
- A skills audit of the board has been undertaken.
- The Council has undertaken a detailed governance review, which is being reported to Cabinet.
- The Council will also work with the DfE on an options appraisal for delivery of statutory children's social care functions to consider whether the current model remains the most effective one to improve services.

Experimental Bus Lanes, Cabinet, 17 January 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=6749>

Comprehensive appendices on:

- Consultation feedback
- Monitoring data
- Journey times
- Air quality

Corporate Energy Procurement Strategy, Cabinet, 17 January 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=6749>

Included data on:

- Potential energy costs
- Fixed price options
- Predictions for future use, informed by expert advice and analysis

Slough Library Service Plan and new delivery model, Cabinet, 21 March 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=6751&Ver=4>

Included:

- Needs assessment
- CIPFA benchmarking comparisons
- Equality Impact Assessment data
- Consultation results

Finance Department Restructure, Cabinet, 20 June 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=7050&Ver=4>

Included benchmarking data with 2 other Local Authorities

Finance Department Restructure, Cabinet, 20 June 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=7050&Ver=4>

Included data on cost over time, including net spend and number of items supplied.

Home to school transport & Bus Enhanced Partnership, Cabinet, 20 June & 17 October 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=7074&Ver=4>

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=7088&Ver=4>

The former included:

- Benchmarking data on contribution rates for 6 other LAs
- Cost per pupil of transport from 25 other LAs
- Consultation results (October)

The latter included consultation feedback.

Both are examples of a two stage process with Cabinet approving both.

Waste Collection and Disposal Savings, Cabinet, 21 September 2022

<https://democracy.slough.gov.uk/ieListDocuments.aspx?CId=109&MId=8282&Ver=4>

Included:

- Data on frequency of collections for six Local Authorities
- Contaminated loads data
- Environmental impact projections

Corporate Risk Register - Extract

Corporate Risk Register Extract (excludes finance risks dealt with extensively elsewhere)

Risk	Inherent Risk	Current Risk	Target Risk	Direction of Travel
Risk 1: Safety of Children and Young People	24	20	9	↓
Risk 2: Delivery of the Adult Social Care (ASC) Transformation Programme	18	15	8	↔
Risk 3: Special Educational Needs and Disability (SEND) Local Area Inspection	24	20	4	↓
Risk 4: Impact of the cost of living crisis on Slough's residents	24	18	6	↔
Risk 5: Risk of the failure of statutory duty for provision of temporary accommodation	18	12	6	↔
Risk 6: Service delivery risk due to workforce recruitment and retention issues	24	20	6	↓
Risk 7: The Council does not take adequate mitigation to reduce the risk of injury or death from incidents within the Council	20	12	6	↔
Risk 8: Business Continuity and Emergency Planning	24	8	6	↔
Risk 9: Cyber Security	15	9	6	↑
Risk 13: Recovery and Renewal Plan	24	15	6	↔
Risk 14: Risk that the lack of an agreed council-wide vision, principles and governance for building digital access for residents continues to lead to incoherent and poor quality digital services	16	12	8	↔

Note: ↑ indicates risk assessment has improved since last review; ↓ indicates risk assessment has deteriorated since last review

Key service updates

Planning

- A clear programme plan is being put in place for the Local Plan, with a meaningful work programme:
 - A project update was presented to oversight group Sept 2022. Next Update late November 2022.
 - Budget requirement paper to be presented to finance – week commencing 8th November.
 - Procurement specification for evidence studies finalised November 2022.
 - Procurement Board approval – November 2022.
 - Report to Cabinet – January 2023 which will also outline the full local plan projected timetable.

Regulation & Enforcement

- A One Council approach to Regulation and Enforcement is being developed, with the first meeting on 18th October.
- Whilst Regulation and Enforcement teams across the council have been working together, this approach is being developed to better share skills, knowledge and resource and start to undertake work as a collective – for example by identifying premises of concern and developing joined up approach

Key service updates

Community Safety

- The first proper use of a Community Trigger by the authority has been undertaken, resulting in an independent panel reviewing a specific long-term problem of Anti-Social Behaviour in Chalvey.

Place Operations

- A Cabinet decision has been made about the future waste collection cycle; Place Scrutiny Panel reviewed and commented on the report and will conduct further scrutiny once cabinet proposals for the detail of implementation, including around recycling, are clearer.
- New Web forms to support new service changes at the DSO have been implemented and are now being used by residents to pay for Green Waste subscriptions or Schedule Bulky Waste removals.

Building management & Business Support

- Facilities management and Business support have moved to the new Housing & Property Directorate - this will allow for effective re-alignment of contract and operational management of the council corporate buildings - which was disaggregated following the OF Restructure.

Key service updates

Customer services

- Customer services capacity and performance has improved on 2021 levels – see table.
- We have successfully recruited an Interim Group Manager for Customer Services, starting 24th October.
- They will lead a root and branch review of operational processes, design a new target operating model and support the development of the council's corporate digital road map.
- Progress has been made in joining up working between Libraries, customer services, and Facilities management to address the customer offering through the local access points.
- Officers are also being trained ahead of the launch of the new housing system.

Key service updates

People (Childrens)

- Home to school transport – The new H2S transport policy was adopted by Cabinet on 17/10/22. This will crystallise the LA's new approach and yield efficiencies. Independent Travel Training is a key area of new policy and requires careful implantation to safeguard young people.
- SEND Written Statement of Action - Progress overall is slower than expected. A Project Manager being sourced and New roles in the SEND service are being recruited. The WSOA is a multi-agency responsibility between social care, education and health.
- SEND Safety Valve - Bi-weekly meetings are taking place with the DfE. The council is forecasting in-year balance within four years. SBC is preparing submission for programme for February 2023.

Key service updates

People (Adults)

- *Re-ablement* – the Reablement consultation concluded on the 22nd and the recruitment activity has begun for 35 vacancies across the team. The financial efficiencies badged against the expected outcomes for the service rely greatly on the success of the recruitment to these posts.
- *Health and Social Care Integration* – the draft plan for the Better Care Fund 22-23 has been produced along with a Draft Narrative Plan 22-23, Metrics and Spending Plan. This has now been presented and agreed at the Health and Social Care Partnership and the Wellbeing Board.
 - Reports on recommissioning of the Voluntary and Community Sector and the Integrated Substance Misuse Service and Rough Sleepers Substance Misuse outreach service are going to Cabinet in November.
- *Public Health* - Cabinet has approved Health Visiting and School Nursing collaboration with East Berks LA's, dependent on a Task and Finish Group which has now been set up, chaired by Stuart Lines, East Berks Director of Public Health.

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