

Strategy and Transformation

Improvement and Recovery Board

Progress Report
08-Dec-22

Official-Sensitive

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Report Author: Strategy and Transformation Team





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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	Closing	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	Stephen Brown	01/12/22 - A new action to bring the updated Corporate Plan to Commissioners in the new year has been added that supersedes this (AC-010). 27/07/22 - In progress. Stephen Brown and Max Caller discussed on 26/07/22 .	01-Dec-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	28/11/22 - Pending the availability of approved Recovery Plans against all Directions. 29/09/22 - TBC: Original date no longer available.	28-Nov-22	TBC	
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 Sarah Wilson	25/11/22 - Findings of the Task & Finish Group will be reported to the O&S Committee in Feb-23. 24/11/22 - The O&S Committee has set up a task and finish group to look at the commissioning and contract management processes and this includes looking at how Gate One was commissioned and delivery measured. This follows a lead Member and Directors meeting on a learning lessons report where it was decided not to take this to a formal cabinet meeting, as the learning had been captured and not much to be gained from having a public discussion on it.	25-Nov-22	01-Feb-23	
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	24/11/22 - Pat Hayes is coordinating to set up a suitable meeting between Cllr Smith and Cllr Swindlehurst.	24-Nov-22	TBC	

Open and Closing Actions

Ref	Status	Description of Action	Date Raised	Raised By	Owner	Progress	Date Last Updated	Target Date	RAG
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	Claire Willerton	01/12/22 - DLUHC Commissioners meet the Children's Commissioner fortnightly and Paul Moffatt is invited to attend both the Finance Board (chaired by Margaret Lee) and the Improvement and Recovery Board (chaired by Max caller). The wider meeting with Cllrs Swindlehurst and Hulme described here has not been established yet.	01-Dec-22	21-Oct-22	
AC-010	Open	Updated Corporate Plan to be presented / agreed in the new year, by relevant stakeholders.	01-Dec-22	Tony Wisken	Stephen Brown	01/12/22 - Replaces AC-001 and reflects the agreement to update the Corporate Plan. The new Corporate Plan should be agreed in good time for the new Council to adopt it after the all-out May-23 elections.	01-Dec-22	TBC	

Headlines

Culture Change

1. LGA funding and support has been secured for leadership development and governance culture workshops.
2. Culture change working group has been established, with the support of an experienced consultant.
3. CLT / SLT have received an early, high level briefing on the proposed approach.
4. Staff roadshows with the new Chief Executive have been held, and staff are being kept informed of new senior appointments over intranet.

Senior Officer Structure

1. Permanent Chief Executive and Executive Director for People (Adults) have been appointed.
2. Recruitment continues for ED for People (Children) and ADs for Community, Housing and Property.
3. Interviews for S151 and two Deputy Directors scheduled for December / January. S151 appointment anticipated Jan-23.

Democratic Governance & Scrutiny

1. Action plans have been updated and reported to Overview & Scrutiny Committee on 17th December as part of a wider update.
2. Overview & Scrutiny Committee has also received a report on the recommendations from the Centre for Governance and Scrutiny.
3. Three task and finish groups are up and running - linked to corporate priorities.
4. The Monitoring Officer has met with Cabinet Members and both leaders of opposition, with regular briefings put in place.
5. Weekly governance working group meetings have been set up, led by the Monitoring Officer.

ICT

1. The work to establish an adaptive strategy for ICT & Digital services has commenced.
2. An update on the ICT modernisation work is going to Cabinet in December, demonstrating significant progress and next steps.







Getting to financial stability

The financial stability plan is starting to come to fruition, and while there is a very long way to go, there are some real improvements coming through:

1. The capitalisation direction has been reduced from around £800m to less than £400m.
2. The need for revenue savings has been reduced from £20m a year for seven years to £20m in 2022/23, £23m in 2023/24 and then £14m a year for five years.
3. The sale of assets to reduce the council's debt was agreed by cabinet in September 2021 - £162m has so far been generated with a total of £200m planned for 22/23 and £100m in 23/24.
4. The 2018/19 and 2019/20 accounts have been submitted to the auditors.
5. The 2022/23 budget is forecast to be balanced and the £22m out of £22.4m 2023/24 revenue savings have been identified.
6. Comprehensive updates on the financial recovery have been presented to cabinet and every Full Council since September 21.
7. Six of the council's companies have been closed and four are being radically reviewed with no further expenditure on them, and sales being prepared, alongside greatly improved governance.
8. Internal audit recommendations are now being addressed and procurement has been considerably improved.
9. We can now deliver a balanced in year budget for the dedicated schools grant with a management plan that is highly regarded by DfE, and which is likely to lead to DfE financing a £26m write off of historic debt, subject to formal consideration.

Matters will continue to develop and continuously change, and the challenges are very significant, but the strategy is beginning to show real benefits. The outcome of the 2023/24 local government finance settlement may impact on the above.

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		▲	17/11 - Democratic governance action plan updated and reported to Overview & Scrutiny Committee on 17th November as part of wider update.
3c	Scrutiny Action Plan	Stephen Tayler	Alexander Polak	Chair, Overview & Scrutiny Committee	01-Oct-22		▲	17/11 - Scrutiny action plan update and reported to Overview & Scrutiny Committee on 17th November, as well as separate report to Overview and Scrutiny Committee on recommendations from CfGS.
3d	Internal Audit Action Plan	Steven Mair	Mike Thomas	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23		▲	05/12 - Pre 21/22 internal audits - there are now 269 actions or 97 per cent completed from a total of 276 actions. There is a concerted management effort to complete the remaining recommendations which are rated low. For the 21/22 internal audits - there are now 105 actions or 36% completed from a total of 288 actions. A further 51 or 20% are not yet due for completion. As per the direction, the existing service has been reviewed and a fully costed option appraisal for an in-house internal audit function has been completed. Recruitment advertising completed on 25/11/22 and 25 applications have been received for the 5 posts. Interviews are being scheduled before Christmas 2022 with appointments expected before March 2023.

Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3e	Procurement and Contract Management Action Plan	Steven Mair	Clare Priest	Cabinet Member for Customer Services, Procurement & Performance	12-Jan-23		=	30/11 - Contracts register is being used as a business as usual tool in forward planning procurement activity, this includes consideration of longer term procurement activity required for high value, high risk contracts and for the Cabinet forward plan. Contract procedure rules have been updated and agreed by full Council.
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23		▲	24/11 - First high level view of the strategy and plan for ICT & Digital shared in report going to Cabinet in December. Shared with Commissioners 21st Nov, and reviewed at CLT 23rd Nov.
3g	Suitable Officer Structure and Scheme of Delegation	Gavin Jones	Sarah Wilson (MO)	Leader	01-Oct-22		▲	Please see direction 8.
4	Improvement Plan Monthly Reporting	Sarah Hayward	Tony Wisken	Leader	01-Nov-23		▲	24/11 - Feedback from the Nov IRB on the revised reporting approach was positive. Minor points of feedback have been reflected in the Dec materials. Further work will be required to align the various Action Plans to a common approach. 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	Sarah Hayward	Leader	03-Mar-23		▲	01/12 - Briefing by Nick Kemp has taken place with SLT / CLT on 30/11 . 14/11 - A consultant, Nick Kemp, has been appointed to support the Programme. Scoping of key activities is currently being progressed.
6	Subsidiary Company Review	Steven Mair / Sarah Wilson	Carmel Booth	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23		=	05/12 - Update given to commissioners and elected members with timescale for formal cabinet reporting on each council as part of annual business planning. Of the eleven companies, six have been shut, four are currently being very actively managed, one, low risk, will follow in 23/24 (DISH). Capital programme reduced by c £65m, capital receipts of over £40m will be generated
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson (MO)	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23		▲	16/11 – Following the Commissioner review meeting, the Data Strategy and Governance Board met to scope actions for 2023. The first milestone will be writing and sign-off of a Corporate Data Strategy. The key messages are included in the slide pack. Budget discussions remain on-going and whether additional investment can be identified will determine if the council can pursue a Growth/Transformative path or a Foundations/Incremental path in responding to this Direction in 2023.

Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
8	Senior Officer Structure and Recruitment	Commissioners	Stephen Brown		31-Mar-23			<p>24/11 - An initial two Programme Managers have been recruited to the Transformation Team with an initial focus of SEND and Commissioning.</p> <p>14/11 – Permanent Chief Executive has been appointed and the ED for People Adults. Programme Managers are being interviewed for the Transformation Service. Recruitment of the S151 and two deputies is in progress, as is the Director of Children's Services.</p>

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:

1. 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.
2. Implemented changes to obtain best value for taxpayers money – through changes to the Commercial team, better understanding of contracts and contract management; use of the ECP process to challenge all expenditure, revision of contract procedure rules and associated training.
3. Ensured the financial implications of decisions are understood – developing business case analysis and reviewing council companies; improved risk management arrangements.
4. Operated an efficient & effective customer focussed department, reviewing systems and processes & the way in which Agresso has been utilised, reviewing our teams development & training needs, succession planning.
5. 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.
6. 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 processes.

Governance

1. Reminder to CLT about need to timely reports and process being put in place to sign off any properly justified late reports
2. Standing item at CLT to review corporate schedule to embed more robust forward planning.
3. Clear advice and guidance to officers on decision-making process for new policies as a result of learning from LGSCO public interest report.
4. Embed lessons learnt into member level reporting, including relating to performance management and exit arrangements for senior staff, ASC commissioning arrangements and complaints.

Next steps

1. Devise a bite size training programme for officers to cover variety of topics on good governance.
2. Devise a framework for commissioner decision-making and advice and guidance.

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

As @ 05-Dec-22	Saving Totals		Deliverability RAG Assessment				Saving Mitigations			
	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	5,588	5,588	0	0	1,817	3,771	0	0	0	0
Childrens	790	790	0	0	395	395	0	0	0	0
COO	1,855	1,855	0	640	97	1,118	0	0	0	0
COO/Finance	0	0	0	0	0	0	0	0	0	0
Finance	6,593	6,593	0	0	100	6,493	0	0	0	0
Place	5,051	5,051	0	277	951	3,823	0	0	0	0
Cross-Council	2,523	2,150	373	1,250	450	450	0	0	0	0
Total Slough Savings	22,400	22,027	373	2,167	3,810	16,050	0	0	0	0
			1.7%	9.7%	17.0%	71.7%	0.0%			



Movement from Previous Period	273	1,761	1,166	8,385	0
Previous Period	100	406	2,644	7,665	0

- Savings identified to date amount to £22.0m out of a target of £22.4m. As shown above this leaves a residual balance of £373k to be found, which colleagues are working on.
- All other identified non-deliverable items have been replaced through new or enhanced savings in other areas.

Accounts

1. The accounts for 2018/19 and 2019/20 have been submitted. A very adverse external audit report is expected shortly.
2. The 2020/21 accounts will be submitted in January 2023.

Budget

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

Structure

1. The new finance structure has been approved, recruitment has commenced and will close on the 9th December. To date there are 78 applications.
2. Sifting and interviews will take place pre and post Christmas.

Assets and Capitalisation

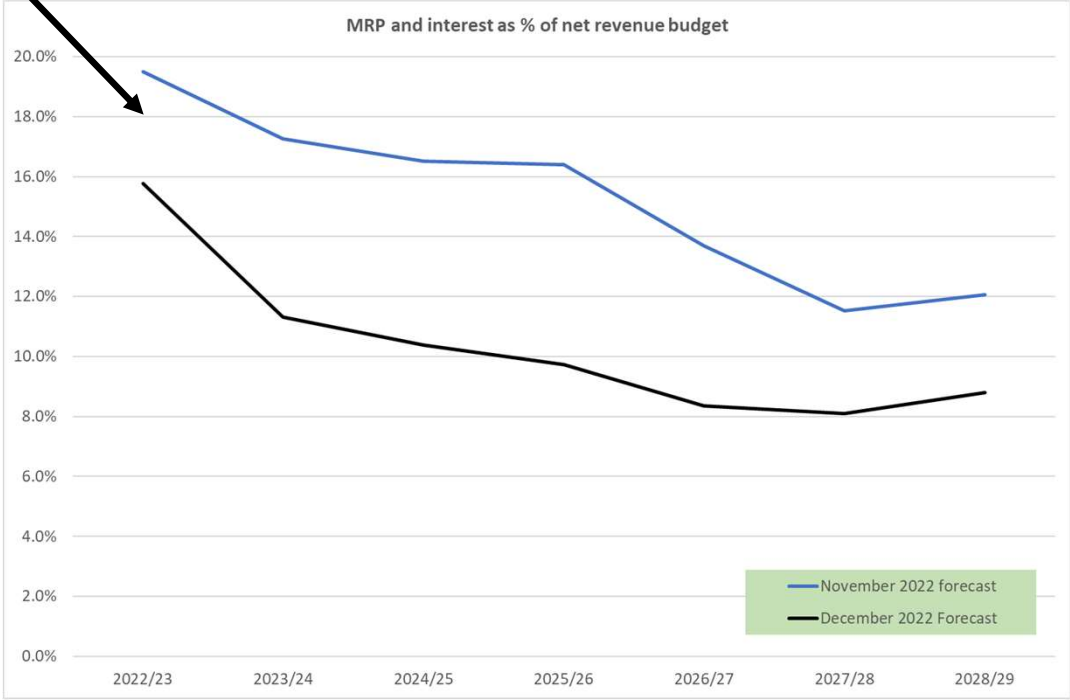
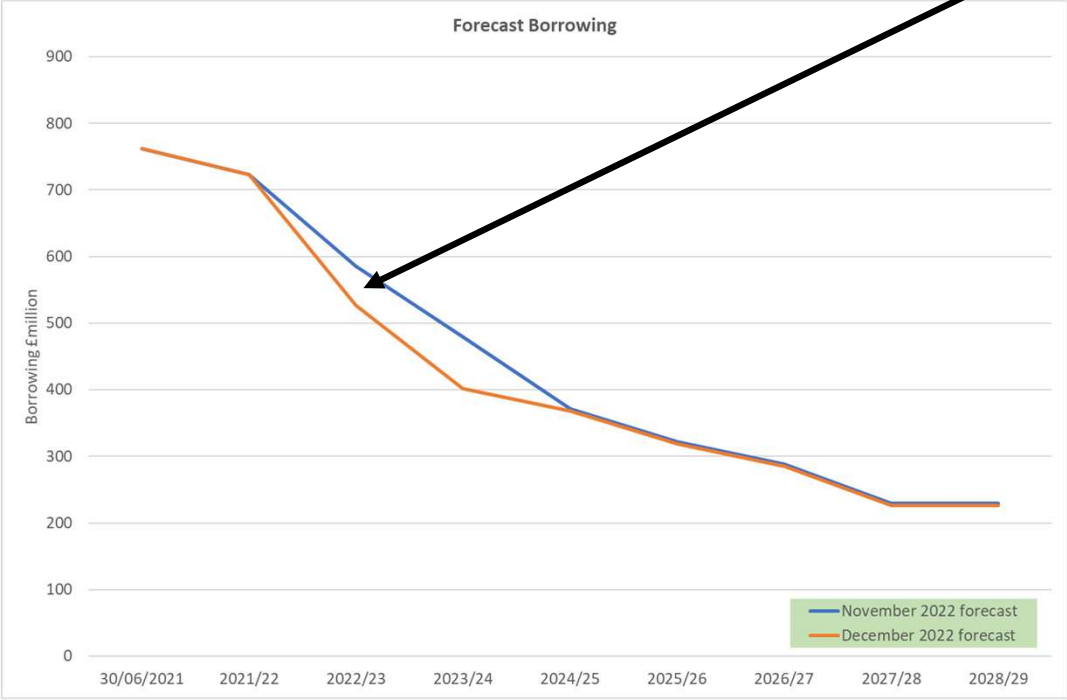
1. Asset sales are currently forecasting up to over £200m in 2022/23.
2. Currently received £172m, other sales taking place through to March 2023.
3. The capitalisation direction is showing a major reduction, largely, but not solely, arising from the above.

Dedicated Schools Grant

1. The DSG is forecasting to be balanced by 2025/26.
2. The presentation takes place on the 23rd January.
3. The council has submitted proposals to the DfE as required.
4. Final proposal required by 3rd February 2023.
5. Notification of approval expected in March 2023.
6. Could result in write off of £25m of deficit.
7. DfE very complementary about the Council's work on this.

Note, all figures are volatile and subject to change.

Accelerated asset sales have significantly reduced borrowing and debt charges



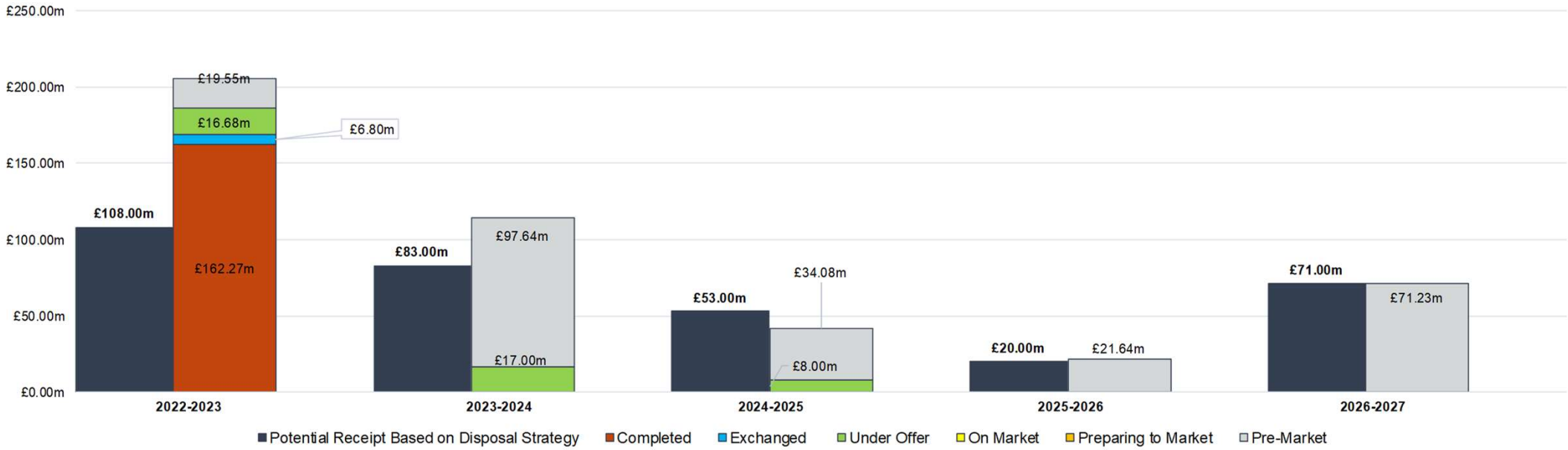
Asset Disposal - Progress Against Plan

[TO FOLLOW]

Asset Disposal - Progress Against Plan

Progress Chart

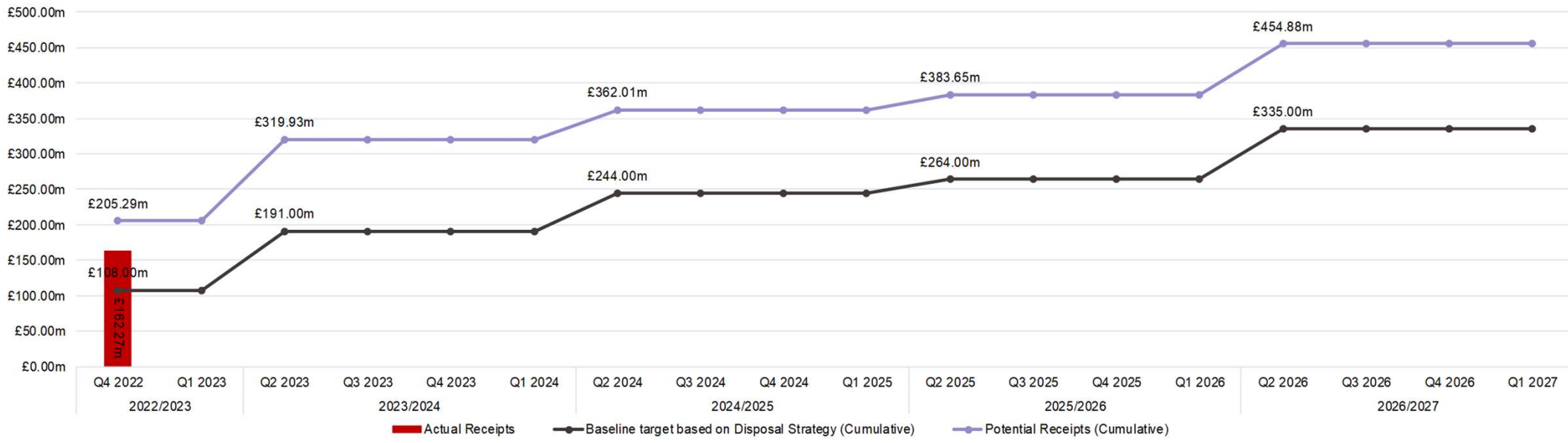
Baseline Receipts from Disposal Strategy vs. Current Progress



Asset Disposal - Progress Against Plan

Cumulative Disposals

Cumulative Target vs Cumulative Forecast vs Actual



Progress

1. Updated democratic governance action plan reported to Overview & Scrutiny Committee on 17th December.
2. Commissioned external facilitator to run governance culture workshops for top two tiers of officers with preparation work undertaken in December and workshops in January.
3. MO met cabinet members, and both leaders of opposition with regular briefings put in place.
4. Head of Governance and Scrutiny met with scrutiny members and attended political groups on request to explain role and proposed changes.
5. Weekly governance working group meetings set up, led by MO.
6. MO and Principal Lawyer attend monthly Berkshire MO meetings to share best practice.
7. MO and Principal Lawyer to attend regular meetings with Liverpool City Council MO and Head of Legal.

Next Steps

1. Establish framework for Commissioner decision-making.
2. Bite size training programme and guidance for officers on good governance.
3. Align member development programme with culture change action plan.
4. Put in place system for late reports sign off, establishing clear lines of accountability for quality of reports.

Progress

1. Scrutiny action plan updated and reported to Overview & Scrutiny Committee on 17th December.
2. Recruitment of new Scrutiny Officer in progress.
3. Reported to O&S Committee on recommendations from CfGS review.
4. Three task and finish groups running that are linked to corporate priorities.

Next actions

1. Continued officer and member training on role of scrutiny.
2. Implement changes made in response to recommendations from CfGS review.
3. Annual work programming event.

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

Pre 21/22 internal audits:

- Progress has been made in closing management actions from previous financial years.
- There are now 269 actions or 97% completed from a total of 276 actions. Concerted action is to be taken to complete these actions before the year end. All outstanding actions are rated as low priority.

21/22 internal audits:

- There are now 105 actions or 36% completed from a total of 288 actions. Additional actions have been added this month as more reports have been finalised. All outstanding reports from 2021/22 have now been finalised.
- 19% of actions are not yet due for completion.

22/23 internal audits:

- Internal audit plan agreed in July 2022 – 3 reports finalised and 9 issued in draft.
- Reports on progress of implementing recommendations are made to every Audit and Corporate Governance Committee, the Risk & Audit Board, and the CLT Assurance meetings.

Contracts register is being used as a business as usual tool in forward planning procurement activity, this includes consideration of longer term procurement activity required for high value, high risk contracts.

Utilising existing IT systems for the contract register – implementation on Agresso due to be complete by the end of the financial year.

Revised contract procedure rules to full council in November, processes and procedures will reflect the minor changes to the rules, which reflects governance in the council.

Moved away from relying on expensive consultancy support, by initiating recruitment to a permanent in-house team, engaged a cheaper consultancy to support specialist procurement where needed and to plug short term gaps in resources.

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, most of these savings have been put into the Council's MTFS.

Further key development activities

1. Implement the contracts register on the council's finance system, so contracts can be easily linked to budgets and spend – by March 2023.
2. Development of a framework to ensure there is a co-ordinated and consistent approach to contract management – from January 2023.
3. Ensure KPI's are meaningful and monitored effectively – from January 2023.
4. Programme of continuous contracts register reviews to ensure the council is getting the best value for money – from September 2023 and six monthly thereafter.
5. Implement the actions in the procurement and contract management strategy that have not yet been undertaken, throughout the 2023/24 financial year.
6. 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 Strategy & Plan

1. The work to establish an adaptive strategy for ICT & Digital services has commenced and is referenced in the report on ICT modernisation work that is going to the December Cabinet meeting. (This is the programme of work approved in March to achieve the proper functioning of IT, as per this direction)
2. As well as defining how capacity and capability in the team will be maintained so that the council based services in place are reliable and effective for our staff, the strategy will suggest an approach to developing an intelligent council that is both customer centric and supports the rewiring of public services so that they can be delivered in new ways.
3. Rather than being an isolated specialty, technology and digital services will increasingly be positioned as a thread in all change and continual improvement.
4. The strategy will be flexible enough to accept and welcome change and consider it an opportunity to increase value and continually improve. We will have an approach for the coming years that expects our strategic themes to change in focus, size, significance, and priority.

Current activity and next steps:

1. Update on the ICT modernisation work going to Cabinet in December demonstrating significant progress and next steps.
2. Moving to implementation on key works such as the renewed telephony platform and Agresso / ERP system hosting, both driving improvements to service and significant savings.

PLEASE SEE DIRECTION 8 – SENIOR OFFICER STRUCTURE AND RECRUITMENT

Progress

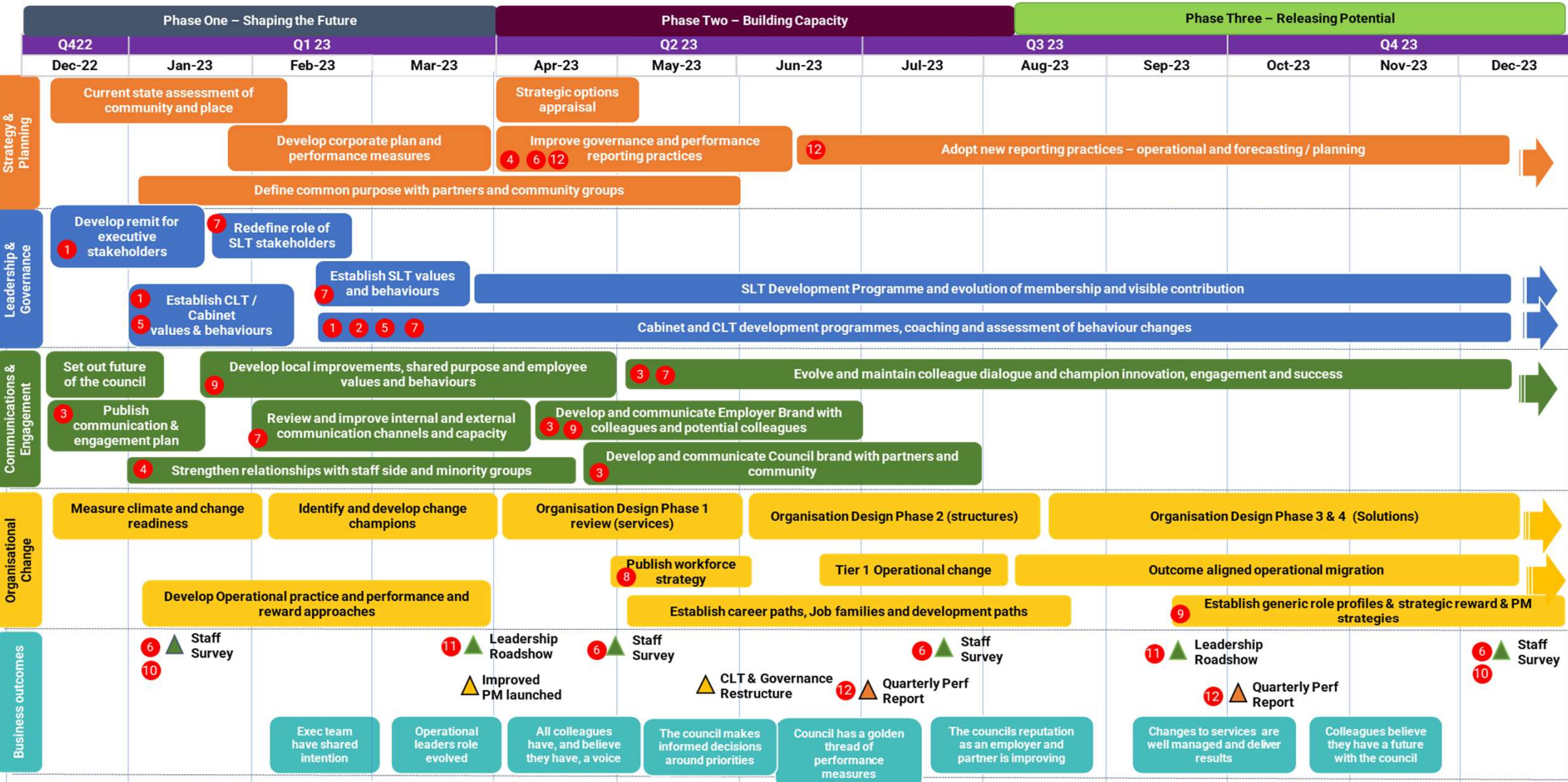
1. LGA funding and support has been secured for Cabinet leadership development.
2. LGA funding has also been secured to commission governance culture workshops for the top two tiers of officers - session planned to be delivered in January 2023.
3. Culture change working group has been established, with the support of an experienced consultant and CLT / SLT have received a high-level briefing on the proposed approach – laid out in the next few slides.
4. Improved data presented to Employment and Appeals Committee on staff diversity and senior officer structure. Lessons Learned Report to be presented on performance management of chief officers and exit arrangements.
5. A Communications Plan, focused on internal communications is a priority – staff roadshows with the new Chief Executive have been held, and staff are being kept informed of new senior appointments over intranet.

Next steps

- Staff survey to be launched.
- Progression of culture change plan.

Culture Change – High Level Plan, incl. Cabinet Report Recommendations

Direction 5

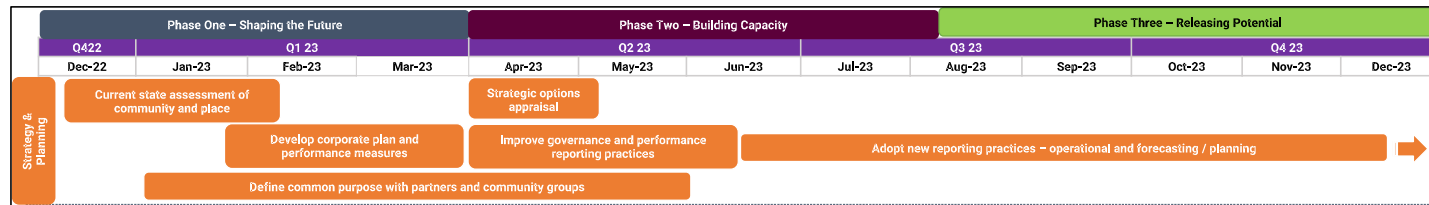


29 Key: ▲ Milestones # Cabinet Report Recommendations

Culture Change – Strategy and Planning Workstream

Direction 5

Owner: Dean Tyler (Sarah Hayward)

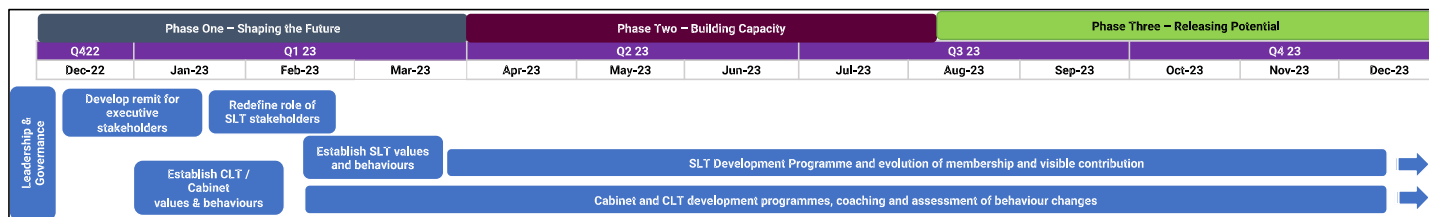


Title	Required outcome	Agreed Tasks	Owner	Comments
1.1 Current state assessment of Community and Place	Clear definition and measure of areas of greatest need for Slough and benchmark against similar places	Engage LGA in qualitative assessment		It will be important to establish a set of measures against which we can make decisions about future spend and strategy
1.2 Develop Corporate Plan and Performance measures	A corporate plan based upon the priority needs of the community, the council and elected members Assess targets and measures of improvement against quantitative assessment of performance	A # year plan that describes the activities, targets and measures for SBC demonstrating its value to the Slough and its potential to extend its value over time		There is value in building the corporate plan that reflects the potential of wider system to work together. If the corporate plan is produced mid year, work, Richard G may have more insights in this area.
1.3 Define common purpose with partners and community groups	Closer relationships with the community and stakeholders that create increased opportunities to do more for less across the system	Engage # to engage partners and community groups in the definition of common purpose and opportunities		
1.4 Strategic options appraisal	Agreement by members and senior officers of where investment priorities should be made that reflect the funding available	Options appraisal based upon assessment of community and place		Undertaking this prior to the May elections does not make a lot of sense. We might sequence after election as a process that will inform the corporate plan or make the SOA a feature of the corporate plan?
1.5 Improve governance and reporting performance practice	<ul style="list-style-type: none"> A clear frame for member & corporate governance. A robust performance monitoring and reporting infrastructure 	<ul style="list-style-type: none"> Redefine governance systems for members Redefine ToR and span of control for key institutions New systems and technologies that track the health of Slough 		
1.6 Adopt new reporting practices – operational and forecasting planning	<ul style="list-style-type: none"> Operational budget tracking and forecasting Improved tracking of operational contribution to outcomes Improved management of change and improvement 	To be decided		This may require change over time. Ideally, one might seek to restructure cost centres, operations and reporting around outcomes. Also, to develop behaviours that will support action based on insight.

Culture Change – Leadership and Governance Workstream

Direction 5

Owner: Stephen Taylor (Stephen Brown)



Title	Required outcome	Agreed Tasks	Owner	Comments
2.1 Develop remit for executive stakeholders	A clearly understood frame for executive based upon sector best practice advice, approved by elected members, Commissioners and CEO	Work with # to define shared purpose and priorities		
2.2 Establish CLT / Cabinet values and behaviours	A development event or series of events that: <ul style="list-style-type: none"> Establishes the behavioural imperatives for the executive Defines the values and behaviours they need to demonstrate Builds trust and group performance 	<ul style="list-style-type: none"> Work with ## to develop imperatives, build self awareness, team dynamics and trust Identify priority areas of development for the group and impact on culture change 		Recognise the potential for elected membership group to be reprofiled following the election in May, but considered a low risk to culture change
2.3 Redefine role of SLT	A redefined sense of purpose and unique contribution for this group	Work with # to define shared purpose and priorities, as seen by this group		Membership is based upon holding an AD role at the moment. We might need to revisit this as a right for membership.
2.4 Establish SLT values and behaviours	A development event or series of events that: <ul style="list-style-type: none"> Establishes the behavioural imperatives for the SLT role Defines the values and behaviours they need to demonstrate Builds trust and group performance 	<ul style="list-style-type: none"> Work with ## to develop imperatives, build self awareness, team dynamics and trust Identify priority areas of development for the group and impact on culture change 		Suggest that the imperatives values reflect those agreed corporately for the executive, but the behaviours are built upon expectations of systemic leaders.
2.5 Cabinet and CLT development programme	A series of executive owned and managed service initiatives, supported by development interventions, mentoring and coaching. Outcome: Improvement in executive performance	<ul style="list-style-type: none"> Build development programme around priorities identified by the group in earlier workshops. Ensure clear business outcomes and behavioural development goals established and measured against 		The theme here is that we are equipping people to deliver 'in the real world'. It mirrors the message that we don't have programmes, we live in the real world / making it real. Bring in future TOM into this work (see org change stream)
2.6 SLT development programme	A series of SLT owned and managed service initiatives, supported by development interventions, mentoring and coaching. Outcome: Improvement in executive performance	<ul style="list-style-type: none"> Build development programme around priorities identified by the group in earlier workshops. Ensure clear business outcomes and behavioural development goals established and measured against 		Suggest engaging this group in the future operational design and council outcomes is useful. If we can integrate TOM work into delivery decisions, this group well placed to be future leaders.

2.1 – 2.4 are immediate priorities and other areas of the plan are dependent upon progress in these tasks. However, they are dependent upon resourcing, finance and the availability of participants. Ideally, make this stream as open as possible, including future leaders and influencers in the development activity, including those from outside the council. There is a close alignment to organisational remodelling and structures – current version needs to test this.

Culture Change – Engagement and Communications Workstream

Direction 5

Owner: Caroline Adlem (Surjit Nagra)



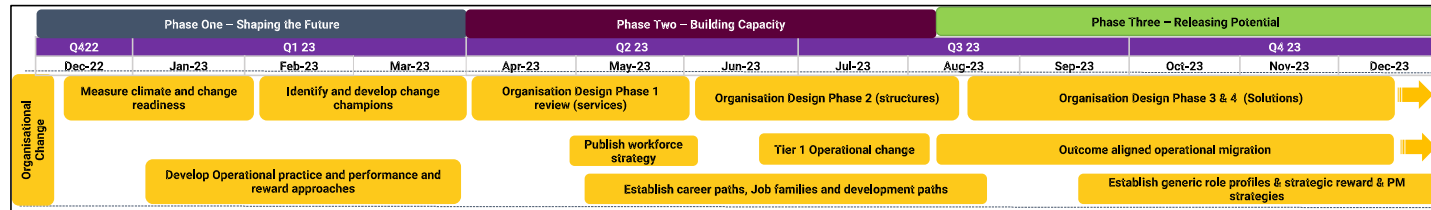
Title	Required outcome	Agreed Tasks	Owner	Comments
3.1 Set out future of the council	All staff, partners and the community are aware of the direction the council is taking and the intention / ambition that drives it			
3.2 Publish communications and engagement plan	A clear understanding of key messages, who will deliver / engage others in the messages to what audience, the media used and timing			
3.3 Strengthen relationships with staff side and minority groups	People believe that they have a meaningful voice in the council's approach and future plan			
3.4 Develop local improvements, shared purpose and employee values and behaviours	Individuals and teams chose improved ways of working that free up time for investing in the future and encourage new values and behaviours	Create and run local making it real events		This is dependent upon the evolution of a leadership cadre who are ready to work in ways that support local change – including critical role of change champions. Run in parallel or immediately preceding 4.2. Engage change champions to support.
3.5 Review and improve internal and external communication channels and capability	The council is capable of effective and systemic multi directional dialogue with staff and the community in ways that lead to supportive action / response			
3.6 Develop and communicate employer brand with colleagues and potential colleagues	Colleagues are committed to their work with the council and see the potential for a fulfilling career as a result of their working experience			
3.7 Develop and communicate council brand with partners and community	The council is see as a positive contributor to the shared ambitions of the community it serves			
3.8 Evolve and maintain colleague dialogue and champion innovation, engagement and success	People believe that they have a voice in the council's approach and future plan and that exceptional work is recognised and celebrated			

32 Detail of agreed tasks and owners anticipated to take place over the next few days.

Culture Change – Organisational Change Workstream

Direction 5

Owner: Sarah Hayward (Surjit Nagra)



Title	Required outcome	Agreed Tasks	Owner	Comments
4.1 Measure climate and change readiness	A clear understanding of the current experience of employees working within the council and their assessment of organisations readiness to move forward			Potential to align with the measurement with the research proposals being developed with the LGA
4.2 Develop operational practice and performance and reward mechanisms	Definition and delivery of changes that can be made within existing services that improve performance and reward simplicity / innovation			Part of the 'making it real' process, building on shared purpose.
4.3 Identify and develop change champions	A group of employees with influence within teams who can form a change channel across the organisation			
4.4 Organisation design Phase 1 Review (services)	Building on purpose and research into community and member priorities and options appraisal, the agreement of a future organisation model and design principles for the council			
4.5 Publish Workforce Strategy	A future approach to ensuring that the council optimises its human resource contribution to the borough			
4.6 Establish career paths, job families and development paths	An approach that supports the retention and growth of talent from within the work force			
4.7 Organisation Design Phase 2 (structures)	A future operational design that reflects the outcomes of 4.4 and creates the operational frame to improve council performance			
4.8 Tier 1 operational change	A restructured executive team that enables strategic direction to be clearly aligned to council outcomes and the priorities of the borough			
4.9 Outcome aligned operational migration	A process of operational adjust to align services across the restructured executive (4.8)			
4.10 Organisation design Phases 3 & 4 (solutions)	A series of changes to the delivery of services to ensure they remain best value and contribute to the priority needs of the borough (continuous improvement)			
4.11 Establish generic role profiles & strategic reward & PM strategies	An approach to engaging and supporting employees in their work that is simple, agile and rewards / addresses contribution and performance			

The Council had 11 companies:

1. Six have been shut.
2. Four are currently being very actively managed.
3. One, low risk, will follow in 23/24 (DISH).
4. Reviews of GRE5, SUR and JEH have been undertaken.
5. Directors / Board representatives have been replaced for all, apart from DISH.
6. Officer corporate oversight boards have been established to provide support to representatives, strengthen communication, reporting and performance oversight.
7. Council capital programme commitments for the companies have been reduced by at least £65m.
8. Programme to accelerate asset disposals to generate cash receipts of c.£40m in 2022/23 and 2023/24.
9. Loan repayments to the Council have been accelerated, SUR loan facility reduced from £9m to £0m in 12 months.
10. Additional external funding obtained to reduce Council's financial exposure e.g. HE grant to GRE5.
11. Reduced operating costs for SUR and JEH with reduced scale of operations and reduced capex programme.

Next steps

1. Officers are working to develop a member body to oversee the council's interests as shareholder and advise cabinet accordingly. A paper making recommendations how to do this will be taken through council decision making in the new year.
2. Anticipated capital receipts from sales are:
 - 2022/23 - £30m.
 - 2023/24 - £10m.
 - 2024/25 - £5m.
3. Above excludes JEH which will be worked up for the exit plan – assets (and debt) of c.£50m.
4. Business plans for JEH, GRE5, SUR to Cabinet in March 2023.
5. Recommendations re JEH to Cabinet March 2023.
6. New/revised shareholders agreements to be produced for all companies by end of FY 2022/23.
7. Exit from GRE5 when works completed – expected 2024/25.
8. DISH review and changes planned for 2023/24.
9. SUR estimated exit plan 2024/25 and significant disposal programme in FY 2022/23 and 2023/24.

Progress in 2022

- The Commissioners have been briefed on progress made in 2022, which has laid the foundations for achieving transformation against this Direction. Progress highlighted included:
 1. Improved evidence informed some key Cabinet decisions e.g., libraries, waste, elections.
 2. Data Strategy Group formed in June 2022, to complement Information Governance Board.
 3. All 2021/22 statutory and regulatory performance and finance returns completed on time.
 4. Built a prototype Management Information data platform for social care services.
 5. Focused all resident consultations through Citizen Space portal.

Aims for 2023

- The core aims in 2023 for this Direction are:
 1. Robust data and insight (real activity, forecasts, benchmarks, resident views) are available in time for key CLT and Cabinet reports.
 2. Evidence-informed decision-making becomes part of the DNA at the council.
 3. The council adopts a Data Strategy and accompanying Data Quality protocols.
 4. Data is used to inform the day-to-day running of, and improvement in all services.
 5. Enhance the use of technologies to improve robustness and efficiency.
 6. Views of residents are incorporated into decision-making in a robust and timely way.

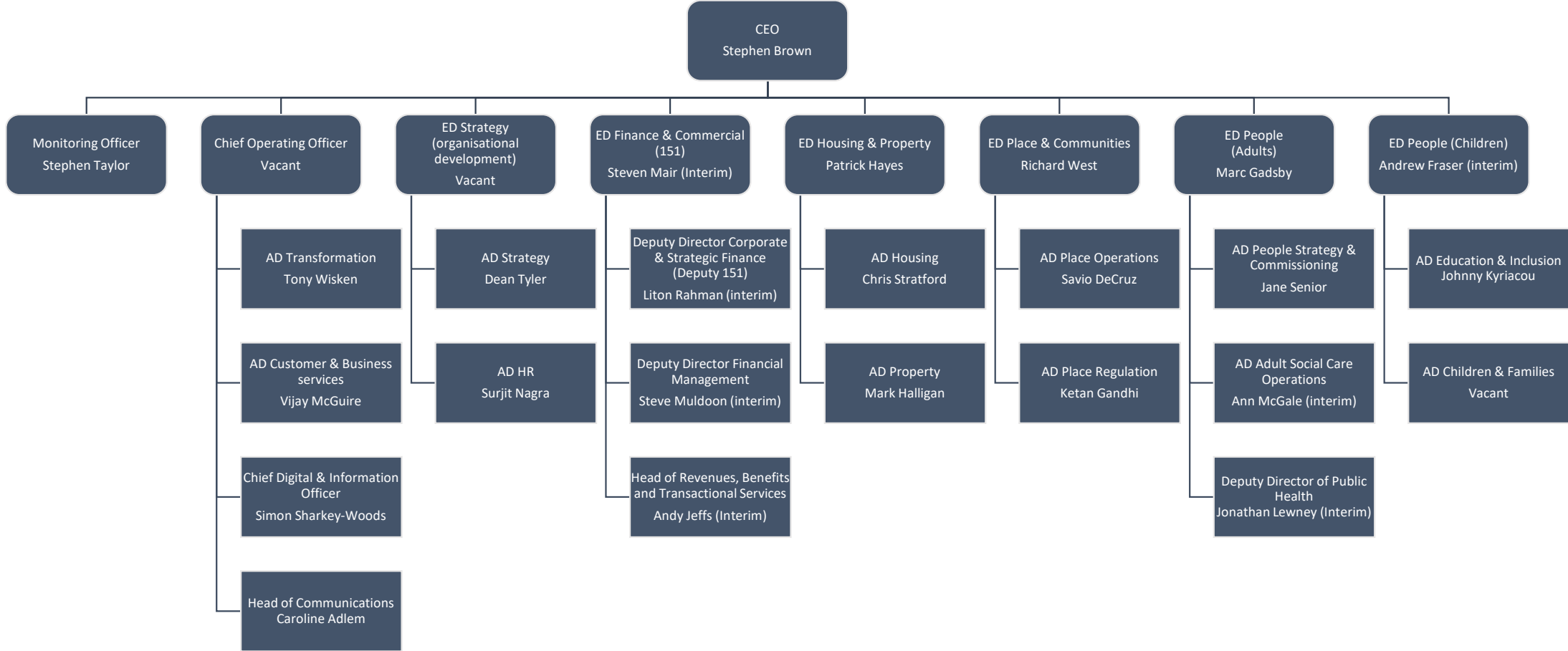
Suggested action plan for the next 12 months:

1. Align actions on evidence-based decision-making to the Democratic Governance Action Plan.
2. Refresh the process for quality assuring evidence in priority CLT and Cabinet reports.
3. Align programme to Culture Change programme, to embed evidence-informed practice.
4. Corporate conversation on responsibility and accountability for data management and reporting.
5. Draft and obtain cabinet approval to a corporate data strategy.
6. Price options to develop key data platforms.
7. Set up further conversations with Slough Children First, Public Health, Frimley ICB, and Thames Valley Police to discuss data and insight collaborations.

Organisational Structure - Suitable Senior Recruitment Update

Direction 3.g

Ref	Directorate	Tier	Position	Owner	RAG		Target Date	Incumbent	Commentary / Progress
					Curr.	Trend			
P-014	CEO	1	Chief Executive	Stephen Brown		=	01-Mar-23	Stephen Brown	03/11 Stephen Brown appointed as new Chief Executive
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	Steve Mair	02/12 Advertised on 31st October, supported by Gatenby. Final interviews to take place in Jan-23.
P-012	Finance	2	DD Corporate & Strategic Finance	Stephen Brown		▲	01-Mar-23	Liton Rahman	02/12 - Advertised on 31st October, supported by Gatenby. Final interviews to take place in Dec 22 /Jan-23. Liton Rahman is current interim.
P-013	Finance	2	DD Financial Management	Stephen Brown		▲	01-Mar-23	Steve Muldoon	02/12 - Advertised on 31st October, supported by Gatenby. Final interviews to take place in Dec 22 / 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	Marc Gadsby	02/11 - Marc Gadsby appointed as permanent Executive Director for People (Adults)
P-007	People	1	ED People (Children's)	Stephen Brown		=	01-Feb-23		02/12 - Search started on 14th October, Gatenby are supporting the process.
P-003	Place	1	ED Housing and Property	Stephen Brown		=	17-Oct-22	Patrick Hayes	21/11 - Patrick Hayes Joined on 17/11
P-009	Place	2	AD Community	Surjit Nagra		=	01-Feb-23		21/11 - Closing date for advertisement 17-Oct. Awaiting confirmation of next steps
P-010	Place	2	AD Housing	Surjit Nagra		▼	01-Feb-23		21/11 - ED Property and Housing reviewing roles before re-launch new recruitment campaign
P-008	Place	2	AD Property	Surjit Nagra		▼	01-Feb-23		21/11 ED Property and Housing reviewing roles before re-launch new recruitment campaign



1. SLT are going to establish a diagnostic piece of work to understand where recruitment can be improved across HR, finance and recruiting managers.
2. This initial diagnostic aims to report early in the new year and an update will be provided to the next IRB. The diagnostic will lead to a work programme and resource plan.
3. Recruitment to CLT has been successful as reported to the last board, activity continues to recruit a new 151 and DCS as well as priority ADs.
4. The Council are continuing to build its substantive workforce through on-going recruitment. Currently all vacant roles are advertised internally in the first instance to support the growth and retention of our existing workforce, helping to grow capability and capacity, whilst retaining organisation knowledge.
5. For roles where it is recognised that there is currently a capability gap within our internal workforce, we advertise externally concurrently, to allow us to recruit to these areas in a time efficient manner.
6. Staff turnover is affecting services that require specialist skills and expert knowledge and national and local skills gaps are a challenge. Slough's reputation is also impacting recruitment.
7. Where staff turnover, or capability gaps, continue to be a problem, we utilise temporary workers to allow us to continue to provide these important services.

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
- Action Plans
- Evidence Based Decision Making - Examples
- 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-024	Cabinet Financial Action Plan - update	21-Nov-22	Steven Mair ----- Mike Thomas	Financial Oversight and Council Assets	No	To recommend an update on the Financial Action Plan to be presented to Council.	3a Financial Sustainability Action Plan: Commissioners reviewed the report and agreed with the contents.	https://democracy.slough.gov.uk/documents/s73695/Report%20and%20Appendices.pdf
GD-025	Cabinet Financial Update Report – 2022/23	21-Nov-22	Steven Mair ----- Steve Muldoon	Financial Oversight and Council Assets	No	To note a report on the budget monitor for the second quarter of 2022/23.	3a Financial Sustainability Action Plan: Commissioners reviewed the report, agreed with the contents and approved the virements noted in the report and appendix.	https://democracy.slough.gov.uk/documents/s73720/Report.pdf
GD-026	Cabinet Treasury Management Mid-Year Report	21-Nov-22	Steven Mair ----- Miriam Adams, Finance Manager - Treasury / Peter Worth, Finance Lead Technical Advisor	Financial Oversight and Council Assets	Yes	To receive an in year update on treasury management activity	3a Financial Sustainability Action Plan: Commissioners reviewed the report and agreed with the contents.	https://democracy.slough.gov.uk/mgIssueHistoryHome.aspx?IId=45424
GD-027	Cabinet Improvement and Recovery update	21-Nov-22	Stephen Brown ----- Sarah Hayward	Leader of the Council	No	receive an update report on the action plan to improve governance in response to the various statutory recommendations and reports	All: To provide an update against the progress the Council has made in addressing each of the detailed Directions and the next steps to further embed the required changes. Commissioners' views on progress will be set out in their letter to the Secretary of State which will be sent in December	https://democracy.slough.gov.uk/documents/s73708/Report.pdf
GD-023	Cabinet Disposal of Council Asset - Former Akzo Nobel Site	02-Nov-22	Richard West / Steven Mair ----- Fin Garvey / Peter Worth	Financial Oversight and Council Assets	Yes	Agreed to the disposal of the former Akzo Nobel site and to delegate authority to the ED of Property and Housing, in consultation with the Lead Member for Financial Oversight and Council Assets, and the ED of Finance and Commercial, to negotiate the terms and enter in contract.	3a Financial Sustainability Action Plan: Contribution to the Asset Disposal Programme and the financial sustainability of SBC.	https://democracy.slough.gov.uk/documents/s73323/Appendix%201%20-%20Former%20Akzo%20Nobel%20site%20-%20AY%20Recommendation%20Report.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-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 ----- Peter Robinson	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 ----- Mike Thomas	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 ----- Steve Muldoon	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

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	Closed	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	G	13-Oct-22
D-002	Closed	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	G	

2023/24 Cost Saving Initiatives, Directorate - Adults

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-001	Transformation programme	James Kimber					2,112			584	1,528		2,112	==
I-002	Better use of Disabled Facilities Grant and equipment	Avtar Mann					100			40	60		100	==
I-003	Align and integrate the range of ASC and PH services with the NHS and/or across East Berks Councils/better use of PH Grant	Vanitta Dutta					250			150	100		250	==
I-004	Mental Health	Seb Sebastian					500			100	400		500	==
I-005	Transitions3	Uma Macarov					400			160	240		400	==
I-006	Diverting demand	Andrea Rodin					270			54	216		270	==
I-007	Review of hospital discharge / six-week review	Andre Ansah					350			140	210		350	==
I-018	Joint Protocol	Andrea Rodin					330			66	264		330	==
I-019	Financial Assessments	Alan Bunclark					150			30	120		150	==
I-020	Direct Payment recoupment	Suzanne Binns					200			40	160		200	==
I-021	Levying the OPG determined charge rate of 3.5% plus an annual fee	Alan Bunclark					100			60	40		100	==
I-022	Further cost reductions, efficiencies and vacancy factor	Marc Gatsby					200			80	120		200	==
I-065	Assistive Technology						420			210	210		420	==

2023/24 Cost Saving Initiatives, Directorate - Adults

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)					Trend		
							Base (Target)	Black	Red	Amber	Green		Delivered	Total Saving Forecast
I-066	Reduce Block Beds						206			103	103		206	

2023/24 Cost Saving Initiatives, Directorate - COO

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-026	Various - business administration, staffing and other budgets	Sarah Hayward	Low	No	Yes	No	150				150		150	▲
I-029	IT contract savings (£TBC)	Simon SharkeyWoods					525			97	428		525	▬
I-030	Vacancy factor and other overhead reductions	Sarah Hayward	Medium	No		No	500				500		500	▬
I-064	Wide Area Network						40				40		40	▬
I-067	TBC						640		640				640	▬

2023/24 Cost Saving Initiatives, Directorate - Childrens

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-023	Home to School Transport - various initiatives to reduce spend	Sabi Hothi					490			245	245		490	▲
I-024	HTST - acquire tail lift minibuses and bring routes in-house	Sabi Hothi					250			125	125		250	▲
I-025	Vacancy factor and other overhead reductions/efficiencies	Johnny Kyriakou					50			25	25		50	▲

2023/24 Cost Saving Initiatives, Directorate - Cross-council

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-031	Fees & Charges up 10%	Steve Muldoon					900			450	450		900	▼
I-068	Commissioning						750		750				750	
I-069	Support Services						500		500				500	
I-071	TBC						373	373						

2023/24 Cost Saving Initiatives, Directorate - Finance

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-060	Vacancy factor and other overhead reductions	Steve Muldoon	Medium	No		No	299				299		299	=
I-032	Increased tax base and collection rate	Liton Rahman					917				917		917	▲
I-033	Reduced audit fee, reduced duplicate payments and income	Jas Dalvair					400			100	300		400	▲
I-034	Proactive Single Person Discount monitoring to reduce fraud and error	Andy Jeffs					350				350		350	▲
I-035	Early payment of pension contributions	Miriam Adams					350				350		350	▲
I-036	Budget overheads cleanse	Steve Muldoon					375				375		375	=
I-061	Staffing reduction, fraud department						12				12		12	=
I-062	Efficient working practices in Revenues and Benefits						440				440		440	=
I-063	Revenues and Benefits Agency Savings						450				450		450	=
I-070	Minimum Revenue Provision						3,000				3,000		3,000	=

2023/24 Cost Saving Initiatives, Directorate - Place

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-027	Revenue running cost savings from asset disposals	Kamal Lallian	None	No	No	No	100			100			100	==
I-037	Reduce staff costs in Planning Development	Daniel Ray	None	No	Yes	No	100				100		100	▲
I-038	Adopt fortnightly waste collections	Ruth Tyrell	Low	No	No	No	424				424		424	▲
I-039	Chalvey HWRC Management Fee	Ruth Tyrell	Low	No	No	No	40				40		40	==
I-040	Borough Wide Controlled Parking Zones	Kam Hothi	Medium											==
I-041	Switch off streetlighting and park lighting after midnight	Jason Newman	High	No	No	No	150			150			150	▼
I-042	Stop Bus Subsidy - Service 4, 5 and 6	Savio DeCruz	Medium	No	No	No	160				160		160	==
I-043	Government tapering of concessionary fares	Savio DeCruz	Medium	No	No	No	300				300		300	==
I-044	2023-24 Library Service Model	Liz Jones	High	Yes			386			386			386	▲
I-045	Improve Trade Waste Business	Alison Hibbert	None	No	No	No	10				10		10	==
I-046	Reduce Parks ad-hoc Work Budget	Sophia Norfolk	Medium	No	No	No	277		277				277	▼
I-047	Increase Charges for Parking Permits	Kam Hothi	Medium	No	No	No	48				48		48	==
I-048	Streetworks Section 50 licences	Kam Hothi	None	No	No	No	35				35		35	==
I-049	Streetworks Road Closure Fees	Kam Hothi	None	No	No	No	65				65		65	==

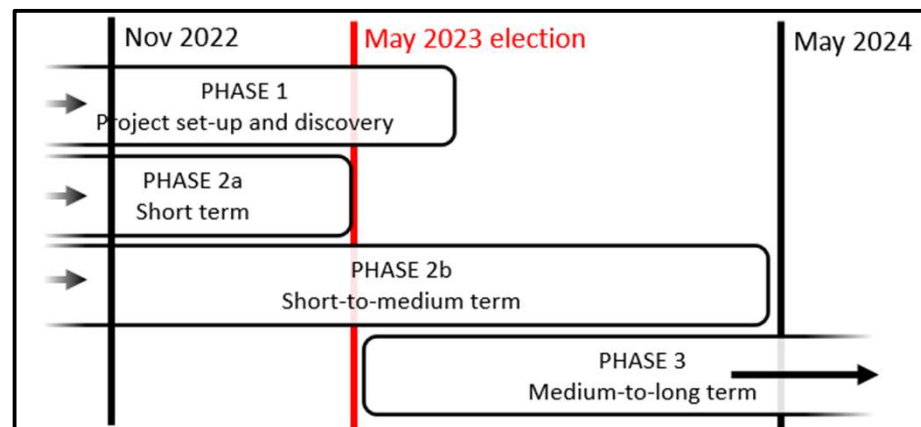
2023/24 Cost Saving Initiatives, Directorate - Place

Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-050	Transport and Highways Grant Swap	Savio DeCruz	None	No	No	No	1,071				1,071		1,071	==
I-051	Green Waste Collection Charges	Ruth Tyrell	Medium	No	No	No	700				700		700	==
I-052	Reduce Highways Maintenance Works	Kam Hothi		Yes	No	No	100				100		100	==
I-053	All Leisure Service to be Externally Funded	Liz Jones	None	No	No	No	20				20		20	▲
I-054	Kennedy Park Permit Variation	Sophia Norfolk	None	No			15			15			15	==
I-055	Reduce Spend on Repairs and Maintenance at Corporate Buildings	Jason Newman	None	No	No	No	300				300		300	▲
I-056	Reduce Spend on Cleaning at Corporate Buildings	Jason Newman	None	No	No	No	200				200		200	▲
I-057	Corporate Contract Efficiencies	Jason Newman	None	No	No	No	50				50		50	==
I-058	Stop SBC Funded CCTV Monitoring of Public Spaces	Ketan Gandhi	High	No			300			300			300	▼
I-059	Parking Income - Increase Controlled Parking Zones	Kam Hothi	Medium	Yes	No	No	200				200		200	▲

The latest update on the finance action plan to Cabinet is summarised in Slide 8 and has been attached alongside this briefing.

Timescales

- Further project and resource planning will be part of phase 1.
- While this is underway, the timescales given are fairly broad. All phases are expected to overlap.
- This action plan incorporates the plan for addressing direction 7 on evidence based decision making, as well as aspects of direction 3.g.
- The phases below will also be used within the Scrutiny Action Plan.



Anticipated Council Decisions – also listed in scrutiny action plan

- Council decision - approx. March 2023 - constitutional changes, including changes to scrutiny structure/processes, to come into effect from election.
- Council decision - May 2022 (AGM) – scheme of member allowances and expenses (Independent Remuneration Panel recommendations following partial review of scheme)
- Council decision - during 2023/24 municipal year – Individual Cabinet Member Decisions.
- Council decision – during 2023/24 municipal year or May 2024 – annual review of constitution.
- Standards Committee – provisionally: 2 Feb 2023 – Member Induction Programme.

Headline action	Owner	Indicative Timescale
1. Set up formal project management and reporting arrangements	Monitoring Officer	Phase 1

Actions to date:

- Weekly governance working group meetings set up, led by MO.
- MO met cabinet members, and both leaders of opposition with regular briefings put in place.

Next steps:

- Align plan, materials and reporting with whole-council approach to recovery action planning and reporting.
- Seek programme/project management resource.
- Create informal 'Democratic Governance Improvement Group' chaired by Monitoring Officer, populated by key governance roles across the council and action owners from this plan, to collaborate on, oversee and propel delivery of this plan.
- Assess baseline and benchmark via survey of staff and members.
- Put in place formal reporting to relevant elected member meetings.

Headline action	Owner	Indicative Timescale
2. Continuous ongoing development of this plan including fostering a culture of looking to best practice across the sector, amongst members and officers.	Monitoring Officer	Phase 1

Actions to date:

- Democratic governance action plan created, updated and reported to elected members as part of wider update (listed and included as a background paper for item to Scrutiny and Cabinet in November 2023).
- Closely related Scrutiny Improvement Action Plan created, updated and reported to elected members as part of wider update (above), as well as in a separate report to Overview and Scrutiny Committee and Full Council in November 2023.
- MO and Principal Lawyer attend monthly Berkshire MO meetings to share best practice.
- MO and Principal Lawyer to attend regular meetings with Liverpool City Council MO and Head of Legal.

Next steps:

- Formulate overall philosophy of governance in the authority, as expressed through appropriate corporate documentation linked to such as the corporate plan, code of governance, culture change workstreams etc.
- Identify further actions by reviewing governance framework, outstanding internal audit actions, Business Continuity and emergency planning arrangements, major corporate systems and their business impact / risks etc.

Headline action	Owner	Indicative Timescale
3. Continue to improve forward planning of decision-making, including early engagement with members and other stakeholders	Chief Executive / Monitoring Officer	Phase 2a

Actions to date:

- Internal corporate schedule produced and reviewed weekly at CLT and SLT.
- Internal corporate schedule reviewed at Lead Members and Directors meeting.
- Visits by Head of Governance and Scrutiny at all DLTs to conduct horizon scanning and further embed use of corporate schedule as business planning tool.

Next steps:

- Set and cascade clear expectations regarding EDs' and ADs' responsibility to brief members regularly.
- Create and deliver further Slough-specific training on working in a political environment, for senior leaders and frequent report authors.

Headline action	Owner	Indicative Timescale
4. Improve effectiveness of, and compliance with, formal decision-making processes	Monitoring Officer	Phase 2a

Actions to date:

- Senior officer training programme to improve report writing.
- Clear timescales and clearance processes published and promoted throughout council.
- Cabinet reports reviewed at CLT and LM&Ds.
- Published and publicised internally a guide to cabinet and committee lead-in dates.
- Lead members briefed and presenting reports at Cabinet meetings.
- Commenced RAG-rating of cabinet report compliance with corporate timescales for SLT/CLT monitoring.
- Clear advice and guidance given to officers on decision-making process for new policies as a result of learning from LGSCO public interest report.

Next steps:

- Improve quality of Cabinet and Committee reports.
- Review whether single member decision-making should be introduced.
- Review processes for significant officer decision-making.
- Put in place system for late reports sign off, establishing clear lines of accountability for quality of reports.

Headline action	Owner	Indicative Timescale
5. Further improve quality of formal reports	Monitoring Officer	Phase 2a

Actions to date:

- Officer training to top three tiers on report writing.
- Improved clarity and timeliness of clearance processes and discussion at CLT re: cabinet reports.
- Improved early briefing of lead members.

Next steps:

- Deliver further bite-size sessions about report-writing for lead officers.
- Create self-service guidance for officers about formal report writing and decision-making processes.
- NB further improvements in process, timeliness and engagement (elsewhere in plan) will further improve quality.

Headline action	Owner	Indicative Timescale
6. Establish agreed and documented expectations and consistent processes for commissioner decisions	Monitoring Officer	Phase 2a

Actions to date:

- Meeting between chief of staff, former MO and COO.
- Discussion with other local authorities under statutory intervention for example frameworks.

Next steps:

- Working with the commissioners and their chief of staff, devise a framework for consistent, robust and transparent commissioner decision-making, advice and guidance.

Headline action	Owner	Indicative Timescale
7. Ensure effective introduction to local government decision-making and processes as part of induction are in place for all new starters and those promoted including senior officers.	Monitoring Officer	Phases 2a & 2b

Actions to date:

- Bespoke training session on essentials of local government decision-making for top three tiers.
- Feedback captured from above event and actions discussed and agreed at CLT.

Next steps:

- Review induction processes and introduce session on ‘governance in a political environment’ for new starters.
- Review management and senior officer development programme to incorporate support for officers who have been promoted within the organisation.

Headline action	Owner	Indicative Timescale
8. Ensure effective and respectful member officer relations	Monitoring Officer	Phases 1, 2a & 2b

Actions to date:

- Training session for top three tiers on member officer relations protocol
- Externally facilitated workshop between CLT and lead members
- Review of member casework system
- Report to Standards Committee on various matters on ethical framework, including member complaints
- Meetings between statutory governance officers and leaders of groups
- Have drafted a Member Survey to be conducted alongside staff survey
- Governance culture workshop for top two tiers with external facilitator using CfGS toolkit booked for 11 Jan and 8 Feb

Next steps:

- Gather feedback from staff and members
- Governance culture workshop for top two tiers with external facilitator using CfGS toolkit
- Link to wider culture change action plan

Headline action	Owner	Indicative Timescale
9. Assess and improve how the council’s real situation compares to its sense of self	Chief Executive / Monitoring Officer	Phase 2b

Actions to date:

- Training and self-assessment for Audit committee members.
- Training and annual report for scrutiny members.
- Externally facilitated workshop between CLT and lead members and regular lead member briefings and meetings.
- Annual report on complaints data taken to Audit and Corporate Governance.
- CLT Assurance meetings to review performance data.

Next steps:

- Conduct workshops with external facilitator involving members (and senior officers).
- Review: how officers and members monitor and act on data about the council’s performance; approach to resident / public participation in decision-making; options for gathering residents’ views on satisfaction with services and how members self-assess their performance.

Headline action	Owner	Indicative Timescale
10. Improve organisational awareness of Slough’s particular political dynamics	Chief Executive / Monitoring Officer	Phase 2b

Action to date:

- Training on local government decision-making for officers to include governance arrangements, political influence and roles and responsibilities.
- CLT report on feedback from officer training agreeing next steps.

Next steps:

- Governance and political awareness built into officer induction programme.
- Put in place Member-Officer relationships and culture development programme .
- Leadership development to include political awareness and skills.

Headline action	Owner	Indicative Timescale
11. Revise directorates’ internal schemes of delegation in line with recently reviewed Scheme of Delegations	Chief Executive / Monitoring Officer	Phase 2b

Action to date:

- Revised scheme of delegations agreed.

Next steps:

- Revise directorates’ internal schemes of delegation in line with recently reviewed Scheme of Delegations.

Headline action	Owner	Indicative Timescale
12. Improve Member Development	Monitoring Officer	Phase 2a

Actions to date:

- Bespoke training for scrutiny members.
- Bespoke training for Audit and Corporate Governance Committee members.
- Welcome induction event and handbook for new members.
- Briefings with chairs and vice-chairs of scrutiny.
- Briefings in advance of formal member meetings.

Next steps:

- Align member development programme with culture change action plan.
- Agree 4-year member development strategy, designed with input from councillors.
- Agree annual member development plan aligned to strategy.

Headline action	Owner	Indicative Timescale
13. Improve provision of information to Members	Monitoring Officer	Phase 2a

Actions to date:

- Review and communication on member casework, agreed with leaders of groups.
- Weekly member bulletin.
- Briefings with lead members and scrutiny members.
- Confidential budget papers available to scrutiny members in advance of budget scrutiny.
- Rebranded member bulletin.
- Customer Service data infographic now included in weekly member bulletin.
- Embedded lessons learnt into member level reporting, including relating to performance management and exit arrangements for senior staff, ASC commissioning arrangements and complaints.

Next steps:

- Create intranet or SharePoint pages dedicated to information for Councillors.
- Further improve weekly member newsletter.
- Implement regular programme of ‘all member scrutiny briefings’.

Headline action	Owner	Indicative Timescale
14. Deliver accurate and efficient all-out election and maximise the intended benefits of the change to four yearly elections	Returning Officer	Phase 2a

Action to date:

- Council decision to move to whole council election.
- Boundary review.
- Polling station review (underway).
- New Returning Officer and senior leads for election management.

Next steps:

- Complete polling places and polling stations review.
- Identify and maximise the intended benefits of the change to four yearly elections.

Headline action	Owner	Indicative Timescale
15. 2022/23 Annual review of Policy Statement on Corporate Governance	Monitoring Officer	Phase 1

Actions to date:

- New Policy Statement on Corporate Governance based on CIPFA framework approved by full council.

Next steps:

- Conduct desktop analysis of organisational governance.

Headline action	Owner	Indicative Timescale
16. 2022/23 Annual review of Policy Statement on Corporate Governance	Monitoring Officer	Phases 1, 2a & 2b

Actions to date:

- Recruitment of senior interim lead for governance and scrutiny, including fulfilling statutory scrutiny officer.
- Commencement of recruitment to scrutiny role vacancy.

Next steps:

- Finish recruitment to vacancies including new scrutiny posts created in response to Government intervention.
- Review of service provision with a view to streamlining offer.
- Review of support for partnership meetings linked to wider work on effectiveness of statutory partnerships.

Headline action	Owner	Indicative Timescale
17. Ensure document storage and retention arrangements are robust	Monitoring Officer	Phase 2b

Actions to date:

- Review of deeds by legal team, including advice on deeds packets.
- Review and plan for storage of existing physical deeds.

Next steps:

- Review circumstances around deeds and storage of legal documentation by SBC in-house.
- Review arrangements for electronic deeds storage.

Headline action	Owner	Indicative Timescale
18. 2022/23 Implement annual review of constitution	Monitoring Officer	Phases 2a & 2b

Actions to date:

- Rolling review of the constitution based on needs.

Next steps:

- Consult on whether any further elements of the constitution require to be updated with a view to adoption at the Annual Council (note action elsewhere re: scrutiny-related changes).

Headline action	Owner	Indicative Timescale
19. Strengthen community engagement in the council's recovery and improvement	Monitoring Officer	Phase 2b

Review community participation and engagement in local democracy / decision-making, including consideration of:

- Public question time at committees / cabinet / council.
- Scrutiny's approach to involving communities in their work.
- Review effectiveness of consultation and engagement in decision-making.

Headline action	Owner	Indicative Timescale
20. Improve how the council looks to the future to assure its own viability and set its decision-making priorities	Monitoring Officer / ED for Strategy	Phases 2b & 3

Actions to date:

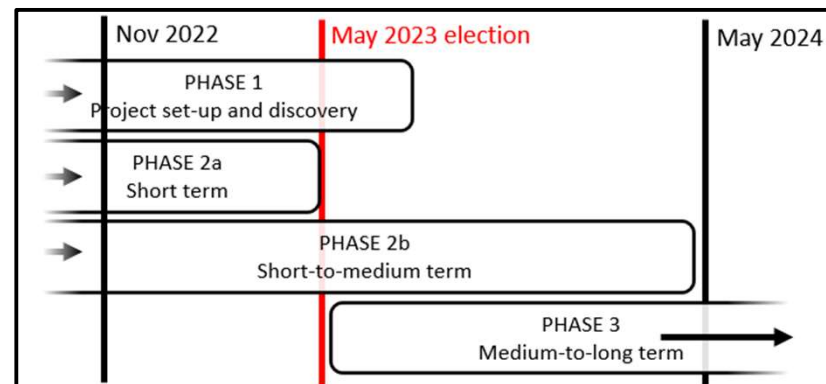
- New five year corporate plan linked to recovery themes.

Next steps:

- Build cycle of short/medium/long term corporate planning into corporate schedule), and communicate the intended pathway to the organisation.
- Long-term options for future viable governance of the authority explored and assessed, in light of medium / long term pressures / challenges.

Timescales

- Further project and resource planning will be part of phase 1.
- While this is underway, the timescales given are fairly broad. All phases are expected to overlap.
- The same phases are used within the Democratic Governance Action Plans.



Anticipated Council Decisions – also listed in democratic governance action plan

- Council decision - approx. March 2023 - constitutional changes, including changes to scrutiny structure/processes, to come into effect from election.
- Council decision - May 2022 (AGM) – scheme of member allowances and expenses (Independent Remuneration Panel recommendations following partial review of scheme).
- Council decision - during 2023/24 municipal year – Individual Cabinet Member Decisions.
- Council decision – during 2023/24 municipal year or May 2024 – annual review of constitution.
- Standards Committee – provisionally: 2 Feb 2023 – Member Induction Programme.

Scrutiny Action Plan

Direction 3.c, 5 & 7

Headline action	Owner	Indicative Timescale
1. Set up project management and reporting arrangements	Monitoring Officer	Phase 1

- Align plan, materials and reporting with whole-council approach to recovery action planning and reporting.
- Seek programme/project management resource.
- Create informal 'Democratic Governance Improvement Group' chaired by Monitoring Officer.
- Assess baseline and benchmark via e.g. survey of staff and members.

Headline action	Owner	Indicative Timescale
2. Respond to CfGS review in relation to reorganising scrutiny arrangements	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

Actions to date:

- Commissioned Centre for Governance and Scrutiny to undertake a review of scrutiny function.
- Member training delivered based on early draft findings
- Published CfGS report, reported to OSC 17th November and endorsed by Council 22 November
- Established which member/s will lead on the development of the scrutiny function

Next steps:

- Work with members to review and develop these proposals for Slough, bringing a report to Full Council as necessary for any associated constitutional changes, and implement changes as soon as possible.

Scrutiny Action Plan

Direction 3.c, 5 & 7

Headline action	Owner	Indicative Timescale
3. Formulate a cohesive work programme for scrutiny	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

Action to date:

- Work programming events held in-year with officer and member involvement
- Launch of three T&F Groups

Next steps:

- Continue to develop a cohesive work programme for scrutiny, tightly focused on scrutiny of the council's plans for financial and organisational recovery and progress against those plans, in line with the CfGS recommendations.

Headline action	Owner	Indicative Timescale
4. Re-instate regular all-member briefings outside of formal committee settings	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

- Propose regular programme of 'all-member scrutiny briefings' to improve all members' knowledge and connection to the business of the council, increase scrutiny bandwidth and take 'for information/learning' items out of committee setting allowing better prioritisation of impactful items.

Scrutiny Action Plan

Direction 3.c, 5 & 7

Headline action	Owner	Indicative Timescale
5. Elevate and support the role of the Chair of Overview & Scrutiny	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

Action to date:

- Statutory Scrutiny Officer now meeting weekly with Chair of O&S Committee.
- Chair of O&S Committee now a standing invitee to Improvement Board meetings with Commissioners, Cabinet and senior officers

Next steps:

- Provide the Chair of O&S with proper internal and external support for the role including an LGA-provided mentor and regular meetings with Statutory Scrutiny Officer and lead officers.
- Review the Special Responsibility Allowance attracted by the Scrutiny Chair position and other scrutiny lead roles, via an Independent Remuneration Panel.

Headline action	Owner	Indicative Timescale
6. Improved mechanisms for holding Cabinet Members to account	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

- Review strength of cabinet connections with scrutiny
- Cabinet Members to be expected to attend and front items at scrutiny relating to their portfolio areas, rather than just officers

Scrutiny Action Plan

Direction 3.c, 5 & 7

Headline action	Owner	Indicative Timescale
5. Elevate and support the role of the Chair of Overview & Scrutiny	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

Actions to date:

- Statutory Scrutiny Officer now meeting weekly with Chair of O&S Committee.
- Chair of O&S Committee now a standing invitee to Improvement Board meetings with Commissioners, Cabinet and senior officers.

Next steps:

- Provide the Chair of O&S with proper internal and external support for the role including an LGA-provided mentor and regular meetings with Statutory Scrutiny Officer and lead officers.
- Review the Special Responsibility Allowance attracted by the Scrutiny Chair position and other scrutiny lead roles, via an Independent Remuneration Panel.

Headline action	Owner	Indicative Timescale
6. Improved mechanisms for holding Cabinet Members to account	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

- Review strength of cabinet connections with scrutiny.
- Cabinet Members to be expected to attend and front items at scrutiny relating to their portfolio areas, rather than just officers.

Headline action	Owner	Indicative Timescale
7. Recruit resource to vacancies in Democratic Services and Scrutiny	Monitoring Officer / Statutory Scrutiny Officer	Phase 1

Actions to date:

- Recruitment of interim Head of Governance and Statutory Scrutiny Officer.
- Business Case approved for recruitment to reinstated scrutiny role.

Next steps:

- Recruit to some of the scrutiny and democratic services vacancies, taking account of the very challenging budget reductions required over the coming years.

Headline action	Owner	Indicative Timescale
8. Improve the ways in which scrutiny members are kept apprised of forthcoming executive decisions and issues	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

- Embed mechanism to ensure that scrutiny members are availed of the public Forward Plan of cabinet decisions and are using it to inform their work.
- Reinstate regular meetings between Scrutiny Chair and CLT members.
- Design effective use of corporate performance management information and KPIs by scrutiny councillors.
- Support scrutiny members to understand their rights to access information, including confidential information about decisions.

Headline action	Owner	Indicative Timescale
9. Improve year-round scrutiny of the financial cycle	Monitoring Officer / Statutory Scrutiny Officer	Phase 1

Actions to date:

- Significant improvements to early engagement with budget setting.
- Additional round of finance training and detailed pre-meeting for December round of budget/savings scrutiny meetings carried out on 24 November.

Next steps:

- Work towards whole-year focus on financial management in scrutiny, in accordance with guidance from CfGS.

Headline action	Owner	Indicative Timescale
10. Deliver sustained programme of Scrutiny member and officer training and skills development	Monitoring Officer / Statutory Scrutiny Officer	Phase 2a

Actions to date:

- Training delivered to all scrutiny members taking account of early draft findings of CfGS review.

Next steps:

- Commission the member training proposal set out by Centre for Governance & Scrutiny.
- Consider options for co-option in order to bring in exemplars of effective scrutiny to the committee setting.
- Deliver further training to lead officers at suitable intervals.
- Put in place weekly meetings for officer leads of T&Fs to discuss progress and process and thereby share good practice.
- Involve service-based officers heavily in the leadership and delivery of T&F group support, encouraging learning-by doing.
- Deliver member training and induction, including about scrutiny and chairmanship, post-election.

Headline action	Owner	Indicative Timescale
11. Review constitution re: scrutiny rules and practice, including call-in		Phase 2a

- Review constitution re: scrutiny rules and practice, including call-in.

Headline action	Owner	Indicative Timescale
12. Improve overall support for Scrutiny Members to continuously improve effectiveness of scrutiny	Monitoring Officer / Statutory Scrutiny Officer	Phases 2a& 2b

Actions to date:

- See actions 5, 8 & 10.
- Offered intensive officer support of O&S Chair including regular weekly meetings with the statutory scrutiny officer.
- Pre-meetings more routinely in place for all committees.

Next steps:

- See action 2 & 10.
- With the support of CfGS, empower scrutiny members to self-evaluate their performance in committee and plan steps towards further improvement.
- Implement system of pre-meetings with facilitated identification of key lines of inquiry for key items.


Internal Audit Bring In House

Open and Closing Milestones

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
IA-001		Recruit to new IA Team	Mike Thomas	First round of adverts completed and shortlisting taking place	25-Nov-22	30-Nov-22	25-Nov-22	Applicants being shortlisted 1 December 2022
IA-003		Shortlisting	Mike Thomas	Shortlisting to take place 1 December and 14 December 2022	25-Nov-22	01-Dec-22	14-Dec-22	2 phases of shortlisting in case first round is unsuccessful
IA-002		Recruitment advert extension approved	Mike Thomas	Advert extended to 9 December to attract additional candidates	09-Dec-22	09-Dec-22	09-Dec-22	
IA-004		Interviews and Assessment centres	Mike Thomas	Interviews and Assessment centres to take place weeks commencing 5 and 12 December	16-Dec-22	16-Dec-22	16-Dec-22	
IA-005		Offer Letters	Mike Thomas	Pre Christmas 2022	31-Dec-22	22-Dec-22	22-Dec-22	
IA-007		New In House team commence work	Mike Thomas	Depends on recruitment	31-Dec-22	31-Jan-23	31-Jan-23	
IA-13		Failure to recruit In House Team		Plan B is in place for RSM to continue for 23/24 should recruitment not be successful - it is likely other options will be considered	31-Dec-22	31-Jan-23	31-Mar-23	
IA-008		Transition from RSM to IN House team	Head of FG, IA	Depends on recruitment	31-Mar-23	31-Mar-23	31-Mar-23	Subject to recruitment
IA-10		Development of IA approach and launch of new service	Head of FG, IA	Review of approach to consider support for departments and managers	31-Mar-23	31-Mar-23	31-Mar-23	This will take place during 2023/24 as the new team sets up and beds in.
IA-11		Reduction in historical IA recommendations	Mike Thomas	IA Tracker in place and being utilised to reduce number of IA recs	31-Mar-23	31-Mar-23	31-Mar-23	Ambition is to reduce the number and risk rating of IA recommendations on an annual basis
IA-006		2023-24 IA Plan	Mike Thomas	Work with RSM and new team to develop and transition a plan for 2023/24	01-Apr-23	01-Apr-23	01-Apr-23	Dependent on successful recruitment of new team and transition from RSM
IA-009		Quality Review of IA work	Head of FG, IA	Review against PSIAS standards to be undertaken within two years of new team starting	31-Mar-24	31-Mar-24	31-Mar-24	Subject to quality of work and recruitment

Internal Audit Bring In House

Open and Closing Milestones

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
IA-12		Positive Head of Internal Audit Opinion	Head of FG, IA	This will be work in progress for a number of years	31-Mar-24	31-Mar-24	31-Mar-24	Significant number of variables that can impact including outcome of External Audit findings; recruitment of a IA team and general response from departments to implementing IA recommendations







Procurement and Contract Management Action Plan

Direction 3.e

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-004		Deliver contracts register	Clare Priest	29/11 - Contracts register in place and reflects new council structure - now being used as Business as Usual activity	30-Jun-22	30-Jun-22	30-Jun-22	
M-006		Update Contract Procedure rules	Clare Priest	29/11 - Updates approved, along with revised financial procedure rules at full council on 22nd November	22-Nov-22	22-Nov-22	22-Nov-22	Major update to CPR's was done in November 2021 which underpins improvement in governance
M-002		Develop procurement and contract management processes and procedures, and train staff	Clare Priest	29/11 - Initial round of training completed, further sessions to be booked. Processes and procedures were finalised but will be refreshed to reflect the revised contract procedure rules approved by full council on 22 November	31-Dec-22	31-Dec-22		
M-001		Recruit to vacant posts within the Commercial Team	Clare Priest	29/11 - Posts are being advertised. Expect at least two rounds for procurement posts.	30-Mar-23	30-Mar-23		
M-003		Implement contract management system (Agresso)	Clare Priest	29/11 - meeting held with Agresso technical lead - confirmed that initial implementation can be delivered by the end of the financial year and enhancements/add on modules can be delivered thereafter	31-Mar-23	31-Mar-23		
M-007		Development of meaningful KPIs and performance data	Clare Priest	29/11- KPI's to be developed from January onwards, including performance relating to exemptions	31-Mar-23	31-Mar-23		
M-009		Develop forward plan for 2023/24	Clare Priest	29/11 - Contracts register will be used and form the basis of the forward plan	01-Apr-23	01-Apr-23		
M-005		Develop and implement social value policy	Clare Priest	29/11 - Policy being developed, will work with procurement consultants to implement	31-Dec-23	31-Dec-23		
M-008		Implement procurement and contract management strategy	Clare Priest	29/11 - Strategy in place, LGA procurement strategy maturity assessment to be undertaken. Implement contract management framework when resources in place	31-Mar-24	31-Mar-24		Predicated on fully resourced in house team


ICT Action Plan - Cloud Migration for 'Line of Business' Applications

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-007		APAS		30/11 - Migration of the council's planning application to the cloud	30-Nov-22			
M-012		Liquid Logic (Adult social care)		30/11 - Migration to the cloud of the council's Adult Social Care system, Children's Social Care & Early Help applications.				Being scoped for delivery
M-001		*Northgate Housing		30/11 - Migration of the council's housing management system to the cloud	31-Dec-22	31-Dec-22		This project is managed externally to the ICT and Digital team with an external project manager leading on behalf of the directorates using the platform. This project will be managed within the IT and Digital Projects portfolio at request of Housing Director from February.
M-010		Agresso finance system		30/11 - Migration & ongoing service management of the council's finance system to a new supplier (Cloud Hosted)	31-Dec-22	31-Dec-22		Data migration and infrastructure set-up is underway. Existing contract extended one month to ensure access to complete datasets.
M-004		Academy (Revs and Bens)		30/11 - Migration of the council's revenues and benefits case management system to the cloud	31-Jan-23	31-Jan-23		
M-008		ITSM		30/11 - Phase one Implementation of an IT service management application – case management and customer portal.	31-Mar-23	31-Mar-23		Procurement activity halted until CCS framework G-cloud 13 launches.
M-009		EDMS		30/11 - Implementation of a council wide electronic document management system	31-Mar-23	31-Mar-23		Cabinet report drafted recommending direct award to incumbent supplier for two years, 10% reduction in contract costs. Longer term project team to be established and options appraisal completed.









ICT Action Plan - Cloud Migration for 'Line of Business' Applications

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-005		Flare		30/11 - Implementation of a new case management system for regulatory services	30-Sep-23	30-Sep-23		Procurement activity halted until CCS framework G-cloud 13 launches.






ICT Action Plan - Cyber Security and Resilience

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-009		Cyber reporting	Stephen Menzies	30/11 - Implementing a range of cyber reporting on the council's cyber security and resilience				Not started yet
M-010		PSN/DWP re-certification	Stephen Menzies	30/11 - Preparing for the submission of the council's PSN certification				Not started yet
M-005		NCSC services	Stephen Menzies	30/11 - Implementing a range of free NCSC provided IT services for network and email security	31-Dec-22	31-Dec-22		Work being undertaken by Cyber Security Officer.
M-006		Multi factor authentication (MFA)	Stephen Menzies	30/11 - Implementing MFA across council devices.	31-Dec-22	31-Dec-22		As above
M-008		Ransomware	Stephen Menzies	30/11 - Implementation of a ransomware file encryption protection solution	31-Jan-23	31-Jan-23		As above
M-002		Security incident and event monitoring (SIEM)	Stephen Menzies	30/11 - Implement a SIEM tool to log and monitor traffic on the council's networks and devices	31-Mar-23	31-Mar-23		Cyber security consultant being brought in to undertake work.
M-003		Active Directory	Stephen Menzies	30/11 - Implementing additional controls and security policies on the council's Active Directory	31-Mar-23	31-Mar-23		As above
M-001		Back-up	Stephen Menzies	30/11 - Implementing a cloud-based back-up solution for the council's applications and data	30-Sep-23	30-Sep-23		ITT and specification nearly complete. To market through December and early January.
M-004		Legacy operating systems	Stephen Menzies	30/11 - Replacing legacy operating systems which are out of date and unsecure	30-Sep-23	30-Sep-23		As above
M-007		IT health checks	Stephen Menzies	30/11 - Undertaking regular IT health checks on the council's networks.	30-Nov-22	Ongoing		As above









ICT Action Plan - End Use Compute

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-006		Anti-virus	Stephen Menzies	30/11 - Implementing a new anti-virus solution				Not started yet
M-002		Corporate and contact centre telephony	Stephen Menzies	30/11 - Migration to a new service provider for corporate and contact centre telephony services	28-Feb-23	28-Feb-23		Supplier unwilling to operate at risk until contract was sealed. This competed 1/12/22. Kick off meeting scheduled for w/e 9/12/22.
M-004		Always on VPN	Stephen Menzies	30/11 - Improving remote access over VPN for staff	31-Jan-23	28-Feb-23		Dependency on upgrade of NetScaler which was delayed until 14/12/22.
M-003		Laptop AutoPilot	Stephen Menzies	30/11 - Automating process of building staff user profiles onto new laptops	31-Jan-23	31-Mar-23		Reviewing existing laptop image and aligning to roll-out of always on VPN
M-001		Scan Station	Stephen Menzies	30/11 - Updating resident self-service document scan stations	30-Nov-22	30-Nov-23	30-Nov-23	Application and devices live. Reviewing EoP report and lessons learned.
M-005		InTune mobile device management	Stephen Menzies	30/11 - Implementing new approach to managing council devices remotely	31-Dec-23	31-Dec-23		Roll-out has started. Unlikely to achieve 700 users by end of December due to resources and lack of uptake by staff.

ICT Action Plan - Upgrading Infrastructure

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-009		Cloud assessment	Stephen Menzies	30/11 - Identify the potential for more efficient hosting options for applications used across the council				This project hasn't started
M-001		Disk storage replacement	Stephen Menzies	30/11 - Replacement of the council's storage area network equipment.	31-Dec-22	31-Jan-23		Delays in completing procurement and three month lead time for equipment.
M-007		Disaster recovery as a service	Stephen Menzies	30/11 - Procurement and implementation of a cloud disaster recovery service	28-Feb-23	28-Feb-23		Delayed through resource availability to complete specification.
M-003		FS Logix (Citrix)	Stephen Menzies		31-Mar-23	31-Mar-23		The project is no longer needed. Work on Commvault has improved logon performance, main driver for this project.
M-005		Wi-Fi	Stephen Menzies	30/11 - Review and upgrading of the council's Wi-Fi service within Observatory House	31-Mar-23	31-Mar-23		This project is dependent on the asset disposal schedule to allow confirmation of the council's requirements.
M-002		Core switch migration	Stephen Menzies	30/11 - Upgrade and replacement of the core switch	31-Mar-23	30-Apr-23		There is a dependency on the completion of the cable audit completing which is part of the DC relocation.
M-006		Data centre relocation	Stephen Menzies	30/11 - Relocating the council's data centre to a central government, highly available and flexible location	31-Jan-23	31-May-23		Earliest delivery date for telcom lines is March. There is no change window available from this date until 2nd week in May.
M-008		Office 365 Phase 2	Stephen Menzies	30/11 - Maximising the use of online collaboration and productivity tools available from Office 365	30-Jun-23	30-Jun-23		

1. In FY 2022/23, the Council has simplified the Council's corporate structure and reduced its resource requirements by closing down all of its dormant companies.
2. Six companies have been closed down this year.
3. The Council's activities have been focused on the higher risk companies; GRE5, JEH and SCF, as well as its regeneration partnership, SUR.
4. This has included significant changes to the governance, management, reporting and financial arrangements across these entities as set out in this section and improvements will continue to be made.
5. Critically, these changes have, or will have, a significant impact on the Council's financial position over the next few years; reducing borrowing requirements, MRP and the Council's exposure to financial risk.

The improved governance arrangements should also enable the Council to make timely informed decisions on key strategic and financial matters that are critical to the Council's capitalisation directive. These include:

1. The Council's capital programme has been reduced (e.g. SUR programme reduced by c £50m and the JEH acquisition programme was been stopped reducing the capital programme by a further £15m);
2. The increased loan repayments to the Council improving cash flow and borrowing costs (e.g. a significant reduction in the SUR loan facility from £9m to £2m this year);
3. Capital receipts have been accelerated (e.g. SUR opted site disposals of c £40m in the next few years);
4. Reduced cost exposure on key development sites;
5. Reduced operational losses for JEH due to the change to its acquisition strategy and improved Council operational oversight and
6. Additional sources of funding have been identified and approved to reduce the Council's overall financial exposure (e.g. Homes England funding of at least £9m for GRE5 as a contribution towards the ACM programme and additional First Homes grant funding to accelerate the sales of apartments at the Old Library Site).

1. FY 2023/24 will see a focus on JEH to enable the Council's loan facility to be repaid over the next few years.
2. The Council will also seek to exit completely from GRE5 following the completion of the ACM works at Nova House and the settlement of the legal claim against the warranty provider.
3. Activity in relation to DISH has not been prioritised in FY 22/23 and is programmed for early FY 23/24.
4. DISH is a company limited by guarantee, wholly owned by the Council.
5. DISH has been in existence since 1988 and has a lease with the Council for 54 properties which are primarily occupied by long-term tenants.
6. It is considered to have a lower risk profile compared to the other companies which has informed the timing of a cabinet paper on the way forward.

GRE5

1. Company limited by shares (100% owned by the Council). GRE5 owns the freehold lease for Nova House - a residential block of flats with cladding and structural defects.
2. Report to cabinet and full council to set out options and regularise the loan arrangement (Reports June/July 2021 and loan fully executed and in place).
3. New directors appointed based on skills audit. External appointments following interview process.
4. Separation between board and shareholder function, with shareholder decisions made at officer, cabinet or council level as appropriate (loan arrangement agreed by full council).
5. Securing of additional funding from HE and commissioning of developer for cladding and associated works.
6. Exit arrangements expected in financial year 2024/25 due to works contract and ongoing litigation (legal case expected to be concluded in FY 23/24).

SUR

1. SUR is not a company, it is a limited liability partnership, with specific limited liability partnerships created underneath for each scheme. It is a joint venture between the Council and Muse.
2. Its purpose is to manage and deliver regeneration schemes – established in 2013.
3. Cabinet reports are produced for each site on a case by case basis. Recent papers on Montem, Stoke Wharf and NWQ disposals.
4. Corporate oversight board to strengthen governance and the Council's management arrangements.
5. New Executive Director of Housing and Property will have lead responsibility for exit arrangements once current schemes are complete or alternative arrangements entered into. Phased exit following site disposals – winding up expected FY 24/25.

JEH





1. JEH is a company limited by shares – 100% owned by the Council. Set up in 2017 with the sole purpose to acquire and hold housing properties, majority rented at LHA. Includes temporary accommodation portfolio.
2. External review by Local Partnerships, funded by LGA – in FY 22/23. Recommended a phased exit incl. some properties to be transferred back to the Council / some properties to be sold; but with further work required before recommendations could be confirmed and set out in an Action Plan.
3. Council has provided loan facility to JEH to enable the acquisition of properties – c. £50m debt. Loan Facility has been restricted to this level – facility was up to c £65m.
4. New directors appointed with monthly board meetings. New board terms of reference and directors contracts.
5. New SLA between Council and JEH to ensure transparency around services provided and cost recovery. JEH has no staff – all services are provided by the Council.
6. Separation of banking arrangements put in place.

Development Initiative Slough Housing (DISH)

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


Subsidiary Company Action Plan

Open and Closing Milestones

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-002		Make sure that the directors appointed by the Authority are appropriately skilled in either technical or company governance matters.		30/11 - Skills audit undertaken for all except DISH. All Directors replaced to meet requirement of skills audit. Interviews conducted and Terms of Appointment produced and signed for all directors and assurance sought regarding training and induction in place for each company except DISH.				Review of DISH to be completed by FY 2023/24 Q1 due to it being lower risk.
M-004		Ensure board functions effectively under a nominated shareholder representative		30/11 - Shareholder/member representative for each company. Representative is supported by corporate oversight board of officers for all except DISH. Reports being taken for approval by cabinet where required/appropriate. E.g. SUR disposals, and GRE5 loan facility approval, SCF business plan and in-year contract change. Support and handover to be given to Patrick Hayes in his new role as shareholder representative for the three housing companies.				Review of DISH to be complete by FY 2023/4 Q1 to consider need for corporate oversight board if not transferred into the Council.
M-005		Establish a plan to internalise, close or sell as appropriate		30/11 - Six dormant companies wound up. Options review undertaken for all companies except DISH. Cabinet authority to undertake discussions with DfE for SCF. Cabinet decision on all schemes held by SUR, with plan to dispose of all sites and wind up the partnership by 2024 latest. Options review undertaken by Local Partnerships for JEH – to be reported to Cabinet in 2022/23. Likely phased disposal/transfer programme to be recommended to Cabinet. Winding up of JEH following changes. Cabinet approval to direction of travel to dispose of GRE5, implementation to be after completion of building works and conclusion of litigation				Review of DISH to be complete by FY 2023/4 Q1 due to it being lower risk.
M-001		Consider the roles and case for continuing with each subsidiary company		30/11 - Review undertaken for all except DISH. Cabinet reports outlining review for GRE5 and SUR (and SCF although not specifically part of this). Review of JEH has been undertaken with a recommendation on a way forward – however a Cabinet report has been scheduled for March 2023 due to additional work (regulatory and financial) required to inform the overall case and action plan.	31-Mar-23	31-Mar-23		Review of DISH to be complete by FY 2023/4 Q1 due to it being lower risk.

Subsidiary Company Action Plan

Open and Closing Milestones

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-003		Ensure board functions effectively under the terms of an explicit shareholder agreement.		30/11 - Agreements exist between all companies and the Council as shareholder, except DISH. The agreements differ depending on the nature of the corporate entity. Corporate oversight boards and governance reviews undertaken as appropriate to check compliance with requirements of agreements for all except DISH. Business plans for JEH, GRE5 and SCF required to be approved by Cabinet for next financial year. Business plan not approved for SUR due to decisions being made on a scheme by scheme basis.	31-Mar-24	31-Mar-24		Review of DISH to be complete by FY 2023/24 Q1 due to it being lower risk.

Actions to deliver against this direction are included in the democratic governance action plan. The below are examples of improvements made (previously reported to the November IRB).

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

Key Service Updates

Regulation and Enforcement

- As part of our efforts to improve joint working across regulatory and enforcement teams within the Council, the Corporate fraud team are delivering briefings to explore effective collaboration.
- To enable greater understanding of the collective suite of powers and legislation available, we have started to collate this information with one spreadsheet.
- This will enable teams to understand the most effective and efficient route when addressing enforcement action.

Community Safety

- The Safer Slough Partnership relaunch is progressing with pace, with work streams and processes being refreshed and aligned to fit current operational environment.

Key Service Updates

Re-ablement

- The Reablement consultation concluded on the 2nd September 2022.
- The new Reablement and Independence team posts are being advertised until early December.
- Processes associated to the new working model have been implemented and continue to be embedded with staff.
- In year savings have been re-profiled to consider the timeline of recruitment activity which is the significant factor for driving financial efficiencies.
- Methodology for how impact of reablement efficiencies is measured and tracked has concluded.

Public Health

- The 'Healthy Behaviours Health Needs Assessment' has now been published as part of the East Berkshire JSNA which will inform the design of services in Slough for key council priorities such as smoking, healthy weight and physical activity.

Key Service Updates

Health and Social Care Integration

- Draft plan for the Better Care Fund 22-23 has been produced along with a Narrative Plan 22-23, Metrics and Spending Plan. This has now been agreed by the national team.
- Two reports have been agreed at November Cabinet with an integration remit, these include:
 - A model for recommissioning of the Voluntary and Community Sector which is funded through Public Health and the Better Care Fund. New services are intended to include an integrated offer at the 'Front Door' between the VCS and ASC, and VCS and Hospital Social Work teams, to enhance the preventative approach and reduce demand for ASC. These services will be going out to tender imminently.
 - Contract award for an Integrated Substance Misuse Service and Rough Sleepers Substance Misuse outreach service. Mobilisation will shortly commence for these services with new contracts going live in April 23.

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Key Service Updates

Customer Services

- Weekly customer services performance now being reported in the weekly members bulletin.
- AD meeting with groups of front-line CS staff every Tuesday to ensure visibility / accessibility of senior leadership.
- Launched Customer Services Target Operating Model re-design meetings with the senior Customer Services staff - currently progressing discovery phase and internal evaluation of all contact channels. Discovery phase due to complete - end December.
- Performance for Customer Services is showing a significant improvement as a direct result of temporary resources invested in the service

	Oct-2021	Oct-2022
Calls Received	17,389	13,891
Calls Answered	6,124	11,191
% Answered	35.2%	80.6%
Average Wait Time	00:17:48	00:05:10

Complaints

- Statutory complaints report presented to CLT - Assurance CLT 9th November.
- Bespoke reports extracted from the case management system detailing all outstanding casework per service and was issued to services 9th November, requesting action to close outstanding casework.
- Positive response received in key areas and action taken to close - e.g., DSO, Housing, Council Tax, Resilience and Enforcement.
- Quarterly monitoring reports have been re-introduced and are being circulated to services week ending November.
- Task Finish Group is now progressing through discovery phase - inviting external Local Authority complaint leads to meet with Chairs - Hounslow , Liverpool booked for this week.