

Strategy and Transformation

Improvement and Recovery Board

Progress Report
21-Dec-22

Official-Sensitive

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Report Author: Strategy and Transformation Team

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Welcome, Introductions and Declarations of Interests

Any required supporting pictures etc. for new members to the team go here...



Open and Closing Actions

Ref	Status	Description of Action	Date Raised	Raised By	Owner	Progress	Date Last Updated	Target Date	RAG
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	20/12/22 - Task and Finish group evidence gathering sessions have been completed and report is being drafted in consultation with the chair. 20/12/22 - Findings of Task and Finish Group will be reported to the O&S Committee in January 2023 with recommendations to be made to cabinet and other member forums in January/February 2023. 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.	19-Jan-22	01-Feb-23	
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	

Open and Closing Actions

Ref	Status	Description of Action	Date Raised	Raised By	Owner	Progress	Date Last Updated	Target Date	RAG
AC-010	Open	Updated Corporate Plan to be presented / agreed in the new year, by relevant stakeholders.	01-Dec-22	Tony Wisken	Stephen Brown	<p>17/01/23 - Corporate Plan update being brought to the January IRB.</p> <p>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.</p>	17-Jan-23	26-Jan-23	

Headlines

Recruitment

1. A workshop to review the whole recruitment process for all levels took place on 9th January 2023 with stakeholders. Outcomes are being reviewed to turn into an action plan.
2. Adele Taylor has been appointed as ED for Finance and Commercial Services, and will be taking up her post in March. Interviews for two finance Deputy Directors scheduled for February.
3. Sue Butcher has been appointed as ED of people (children) and the CE of Slough Children First and commenced 16 January.
4. Mark Halligan has been appointed AD for Property.
5. Chris Stratford has been appointed AD for Housing.
6. Interviews for the ED Strategy and Improvement are scheduled for the end of January.

Culture Change

1. We are accelerating this programme – a Programme Manager starts 23rd January and the working group is currently meeting on a weekly basis.
2. There has been positive steps forward in the work to develop a refreshed corporate plan and council purpose.
3. The residents' survey has been prepared and is due to go live on 23rd January.
4. Previous Change Champions have been contacted, with a view to relaunching this initiative.

Headlines

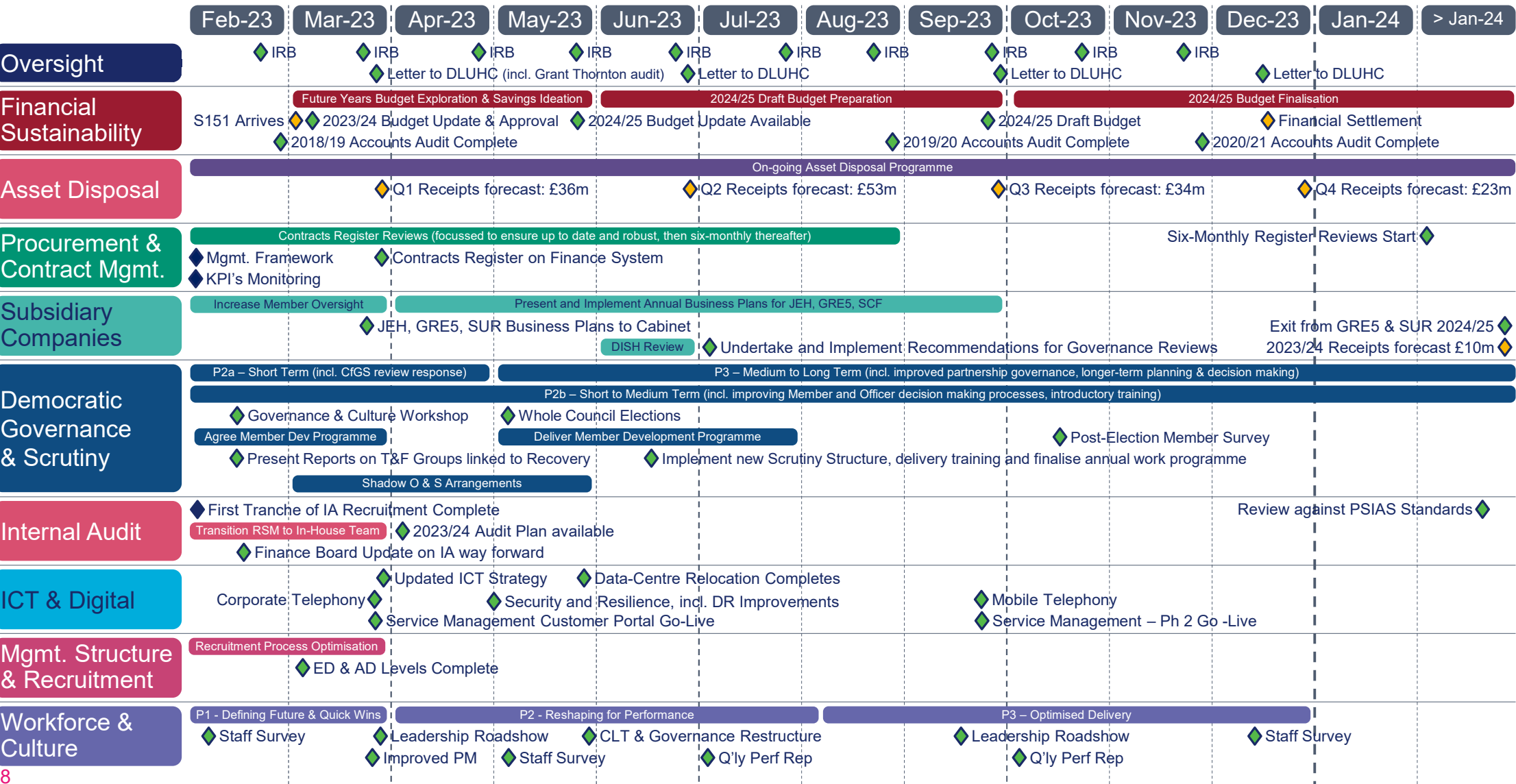
Getting to financial stability

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 - £172m 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 £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 £27m 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.









Recovery Combined “Plan on a Page”









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 Taylor	Alexander Polak	Leader	01-Dec-23		▲	20/01 - The action plan is progressing. A Project Support Officer has been requested, and will be provided in the near future to help consolidate and deliver plans. 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 Taylor	Alexander Polak	Chair, Overview & Scrutiny Committee	01-Dec-23		▲	20/11 - 20/01 - The action plan is progressing. A Project Support Officer has been requested, and will be provided in the near future to help consolidate and deliver plans. 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.





Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3d	Internal Audit Action Plan	Steven Mair	Mike Thomas	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23			<p>18/01 - Pre 21/22 internal audits are 97 per cent completed from a total of 276 actions. There is a concerted management effort to complete the remaining recommendations. For the 21/22 internal audits - there are now 128 actions or 52% completed from a total of 245 actions due for completion. A further 66 or 21% 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 was completed in March 2022. Recruitment to the new team has taken place. Offers have been made to the three most senior posts and these have been accepted – onboarding is currently taking place during January and February. This will allow senior members of the new team to be involved in the 2023/24 audit planning alongside RSM. RSM are committed to deliver the 2022/23 plan up to 31 March 2023 and to provide an orderly handover to the new team.</p> <p>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</p>
3e	Procurement and Contract Management Action Plan	Steven Mair	Clare Priest	Cabinet Member for Customer Services, Procurement & Performance	12-Jan-23			<p>12/01 - Forward planning for 2023/24 financial year has commenced with all directorates, using the contracts register as a key source of information. Updated Contract procedure rules will be used in training sessions for staff planned in January and February 2023.</p>
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23			<p>28/12 - ICT & Digital update report discussed at Cabinet and warmly received. New strategy for ICT & Digital Services that is capable of supporting the ongoing change taking place in the Council, will be presented back to Cabinet in first quarter of 2023. Technology Operations Manager recruited and will be joining in January 2023.</p> <p>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.</p>
3g	Suitable Officer Structure and Scheme of Delegation	Gavin Jones	Sarah Wilson (MO)	Leader	01-Oct-22			Please see direction 8.

Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
4	Improvement Plan Monthly Reporting	Sarah Hayward	Tony Wisken	Leader	01-Nov-23			<p>20/01 - Reporting and compliance continues to improve. Further work is required to ensure all updates are provided in a timely manner and are of the appropriate depth / quality.</p> <p>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.</p> <p>14/10 - First new style reporting with improved content and evidence produced for the Oct-22 IRB.</p> <p>22/09 - Initial draft produced for review with Improvement and Recovery Board.</p>
5	Cultural Change Programme	Stephen Brown	Sarah Hayward	Leader	03-Mar-23			<p>18/01 - Programme Manager to lead on Cultural Change expected to start w/c 23/01. Workstream level plans continue to develop.</p> <p>01/12 - Briefing by Nick Kemp has taken place with SLT / CLT on 30/11.</p> <p>14/11 - A consultant, Nick Kemp, has been appointed to support the Programme. Scoping of key activities is currently being progressed.</p>
6	Subsidiary Company Review	Steven Mair / Sarah Wilson	Carmel Booth	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23			<p>20/12 - Agreement from leader to extend terms of reference of cabinet committee to include companies, SCF governance review update presented to December Audit and CG Committee, SCF articles of association reviewed and due for approval January cabinet, JEH, GR5 and SCF annual business plans to be presented to cabinet by end of FY. I would tentatively suggest this could be green, but we have not made progress on DISH, but should have done by April. Maybe we should wait for the business plans to go through and the committee to receive its first report.</p> <p>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 circa £50m will be generated</p>

Directives Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23			<p>20/22 - Evidence based decision making. Update - data and insight elements incorporated into democratic governance action plan. Lessons learned incorporated into member level reports, including asset disposals, complaints and procurement reports. Progress updates being taken to formal member meetings to demonstrate progress against strategic priorities, with first progress update taken to Asset Disposal Cabinet Committee in December.</p> <p>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.</p>
8	Senior Officer Structure and Recruitment	Commissioners	Stephen Brown		31-Mar-23			<p>20/01 -Recruitment of the S151 has been completed and two deputies is in progress. Director of Children's Services has been appointed and has started 16th January. Two interim AD have been engaged in Property and Housing. ED Strategy and Improvement interviews taking place at the end of January.</p> <p>24/11 - An initial two Programme Managers have been recruited to the Transformation Team with an initial focus of SEND and Commissioning.</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. Dates set up and pre-workshop work for governance workshops, new process for annual approval of fees and charges.
2. There now a regular suite of complaints reporting – quarterly and annually.
3. All complaint cases now require office to any opportunities for continuous improvement and lessons learned.
4. The Complaints T&F Group have identified learning and service improvement as a key recommendation as part of their findings.

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 @ 20-Jan-23 Function	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	0	0	0	0	0
Previous Period	373	2,167	3,810	16,050	0

Any summary commentary goes here...

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 shortly.

Budget

1. Budget for 2022/23 – the month nine forecast is currently being prepared and is projecting the Council will be within budget.
2. The 2023/24 budget gap has been closed.
3. Proposals are also starting to be gathered for 2024/25.

Structure

1. The new finance structure has been approved, recruitment commenced internally in August and externally during October and November closing on the 9th December.
2. Sifting and interviews took place pre and post Christmas with some notable successes. The three senior posts in Internal Audit have been filled with local candidates, a risk and insurance officer post is filled, all people below level 7 are now permanent staff, second interviews have or are currently taking place for 3 strategic finance manager and 2 finance manager roles.

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 £27m of deficit.
7. DfE very complementary about the Council's work on this.

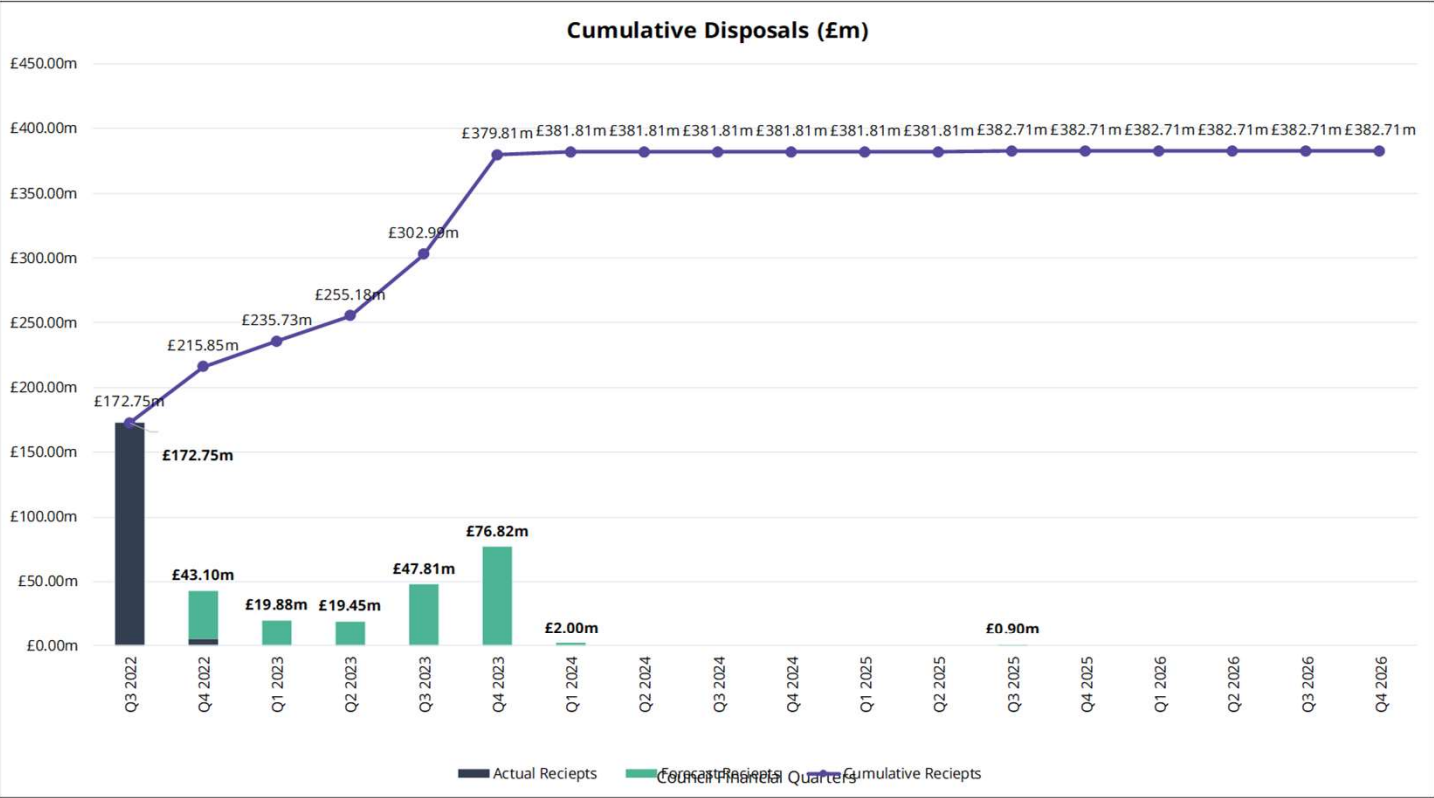
Note, all figures are volatile and subject to change.

Asset Disposal - Progress Against Plan

1. There are 9 properties on the disposal list for this financial year (2022/2023).
2. Seven sales have completed generating £178m in capital receipts. Loan repayments of £6.5m have also been received. There is a high level of confidence in achieving over £200m in the current financial year.
3. AY's Asset Review Report (dated July 2022) identified the potential receipts for this financial year.
4. totalling £108m, so this will be significantly exceeded.
5. Internal resource added to provide additional focus and control on the programme.
6. An Estates Strategy being commissioned to identify opportunities beyond the initial AY report.

Asset Disposal - Progress Against Plan

Cumulative Disposals



NB: Quarters are Slough Borough Council's financial quarters

Anticipated cumulative receipts:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
Receipts (£)	£215,845,000	£163,969,346	£2,000,000	£898,876	£0	£382,713,223

Progress

1. Evidence based decision making actions have been incorporated into democratic governance action plan.
2. Review of constitution has commenced and is in progress to inform review at annual council.
3. An Independent remuneration panel is being set up for member allowances. Potential IRP members are being identified and will be appointed to the Panel by the MO in consultation with the Group Leaders.

Next Steps

1. A report on the independent remuneration panel will be made to February /March Council for endorsement and approval of their Scheme of Allowances recommendations when received.

Progress

1. Task and finish groups are finishing and will report in January. Commissioners have commended the work of the SCF T&F group in setting a high standard.
2. Officer co-ordination group meeting regularly and to be "champions" for future scrutiny projects.

Next actions

1. Feedback on approach to be gathered and reported to Scrutiny

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 8 outstanding actions are rated as medium or low priority.

21/22 internal audits:

- There are now 128 actions or 52% completed from a total of 245 actions due for completion. All outstanding reports from 2021/22 have now been finalised and the Head of Internal Audit Opinion has been issued.
- 21% of actions are not yet due for completion.

22/23 internal audits:

- Internal audit plan agreed in July 2022 – 3 reports finalised, 11 further reports have been issued in draft and all are close to completion or subject to further discussion regarding the content.
- Reports on progress of implementing recommendations are made to the Audit and Corporate Governance Committee, Risk & Audit Board, Finance Board and 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. It is also being used to develop the forward plan/contracts over £180k report for April Cabinet

Utilising existing IT systems for the contract register – implementation on Agresso due to be complete by the end of the financial year. The council is also considering in-house tools that can be used for contract management

Revised contract procedure rules we approved at full council in November, processes and procedures have been updated to reflect the minor changes to the rules, which reflects governance in the council. The training programme also reflects the revised rules, and continues throughout January and February.

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 completed a Contracts T&F Group to enhance improvement activity by bringing in additional councillor-level oversight, understanding and challenge. Their report is due to go to February Committee and on to Cabinet thereafter.

The ICT & Digital Team Strategy & Plan

1. The update report on the modernisation of ICT that went to Cabinet in December was warmly received. The new, adaptive strategy for ICT & Digital will come back to Cabinet in March. The new strategy will be robustly linked to the refreshed corporate strategy with a focus on capability, capacity and resilience that supports Slough to be an enabling council.
2. As well as directly supporting the new operating model for the provision of services, the strategy will highlight the work required to reset the IT provision and upskill all staff to use technology resources with increasing effectiveness. This will lead to a council that is more efficient and spending more of its time on serving residents and less time on low value work.
3. An exciting ambition within the new strategy will be to reset our place as an aggregator for the local community where, as well as providing access to council provided services, our offering signposts residents to partners, community groups, charities, etc., that have the ability to support them in whatever life events they are facing. The vision is that we provide a trusted digital space where our communities can find the help they need, often enabling them to solve issues for themselves.
4. As previously stated, the strategy is designed to be flexible enough to accept and welcome change. The opportunity provided by new technologies and/or new ways of working should be exploited more quickly and enable Slough to adapt without major disruption. We will test and learn as we go and embed the elements that have most impact for our residents.

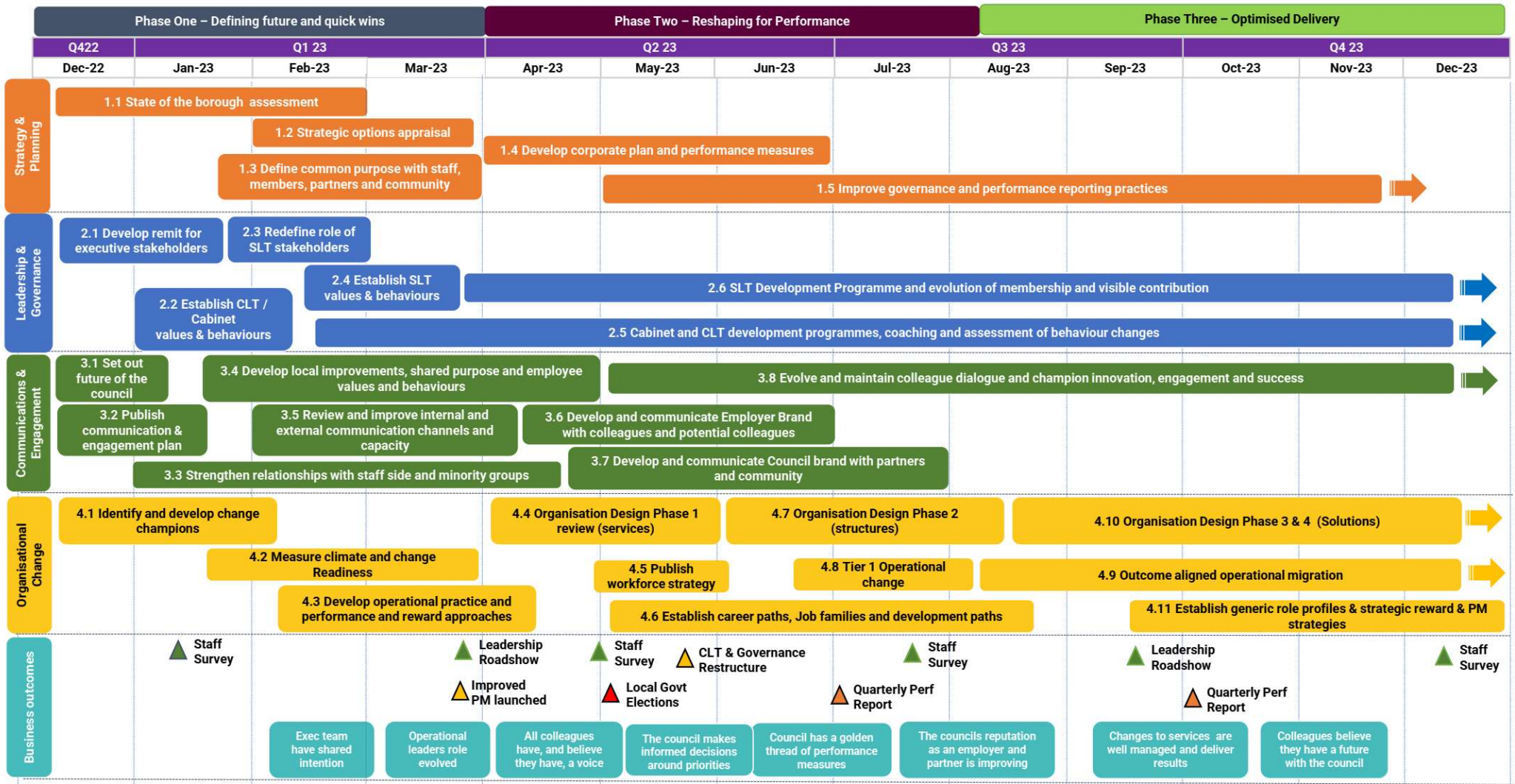
Current activity and next steps

1. Complete the creation of the first draft of the ICT & Digital Strategy and begin socialising it with the lead member, commissioners, and the senior team.
2. Continue to work through the high volume of work in the modernisation programme. This now includes the new housing management system which needs significant focus to meet the future needs of the council.
3. Continue with the current focus on IT service management improvements to ensure that staff receive a more consistent service.

See Direction 8 - Senior Officer Structure and Recruitment

Culture Plan on a Page v0.7

DRAFT DOCUMENT



Key: ▲ Milestones

Progress

1. We are accelerating this programme – a Programme Manager starts 23rd January and the working group is currently meeting on a weekly basis.
2. There has been progress in the Strategy and Planning workstream
 - a) CLT received a report in December on the corporate plan, followed by subsequent discussions with Commissioners on this and the council's purpose.
 - b) An initial evidence base is being prepared, including key insights from the 2021 Census, which will be shared in February.
3. The residents' survey has been prepared and is due to go live on 23rd January.
4. Previous Change Champions have been contacted, with a view to relaunching this initiative.

Next Steps

1. Progress development of corporate plan and purpose.
2. Resident's survey.
3. Develop branding / narrative for culture change programme and launching internally

Progress

1. Leader has agreed to extend ToR of Asset Disposal Cabinet Committee to oversee companies – a report will be presented to Cabinet on 26th January.
2. First update on SUR governance review taken to December A&CG Committee
3. SCF articles of association reviewed and amended by members in due course
4. SCF KPIs for service delivery contract are being reviewed with view to amending to avoid duplication with 'Getting to Good' performance indicators

Next steps

1. Officers have developed a proposal to oversee the council's interests as shareholder and advise cabinet accordingly. This is based upon an extension of the remit of the current Asset Disposal Group. A paper making recommendations on this will be taken through council decision making in the new year (FY 23/24).
2. Anticipated subsidiary derived capital receipts from sales are: FY 22/23 - £30m. NWQ disposal strategy approved in July 2022 with final disposal approval in Jan/Feb 2023. FY 23/24 - £10m. FY 24/25 - £5m.
3. Above sales receipts excludes JEH - exit plan to be agreed by Cabinet in early FY 23/24 with expected hybrid approach - lease transfer of some assets to the Council and sale of business as a going concern/individual property sales. This will enable JEH to repay its loans to the Council (JEH has assets/debts of c.£50m). Sale of individual properties (that are surplus to requirements/unoccupied) have already been included in the disposal programme for immediate sale.
4. New Business Plans for JEH, GRE5, SUR to Cabinet in March 2023.
5. New and/or revised Shareholder Agreements to be produced for all companies by the end of FY 22/23.
6. SUR estimated exit plan FY24/25 with disposal programme in FY 22/23 and 23/24. Disposals are on track.
7. Recommendations re JEH to Cabinet in early FY 23/24.
8. Exit from GRE5 when works completed – expected FY 2024/25. Expected sale of freehold interest and winding up of GRE5 Ltd.
9. DISH review and changes planned for FY 23/24. Expected transfer to Council.

Progress

1. Data improvement actions directly linked into democratic governance action plan.
2. Check-in session held with Margaret Lee.
3. Associate Director-level Chair now in place for Data Strategy Group.
4. Draft of Council Data Strategy in development.
5. LGA-led resident engagement survey underway.

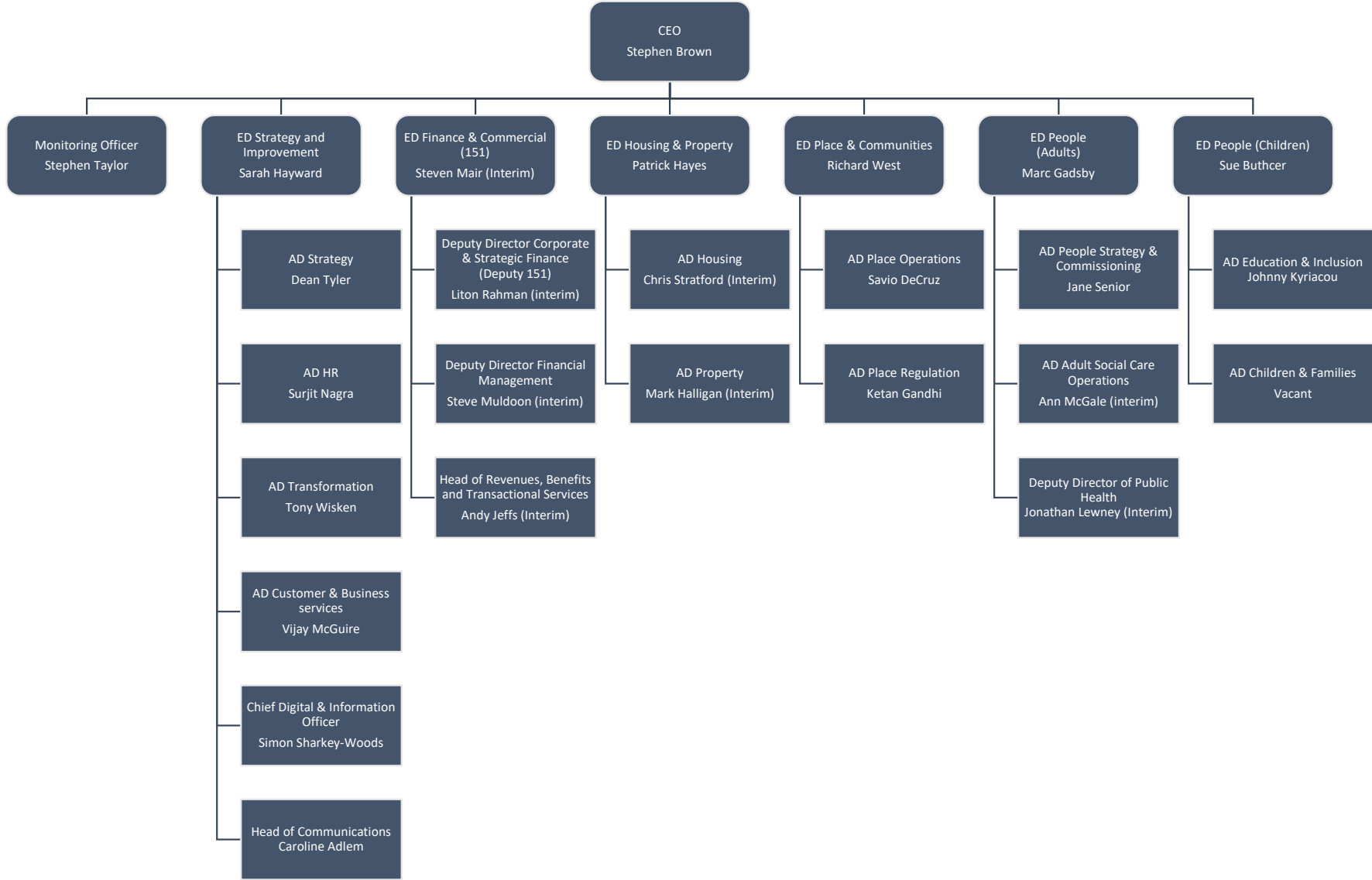
Next Steps

1. Progress Council Data Strategy for approval at April Cabinet.
2. Outline links between IT, digital, and data in new IT Strategy due for update at March Cabinet.
3. CLT to decide on accountabilities and responsibilities for data in the new Council Data Strategy.
4. IT and Data teams to lead on mapping all data assets to create a single view and assess current data risks and produce targeted service-level action plans defined by a risk-impact matrix.
5. Resident engagement survey results and State of Slough insight pack to inform Corporate Plan.

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 joined SBC on 1st October.
P-001	COO	2	AD Transformation	Stephen Brown		▲	12-Sep-22	Tony Wisken	19/01 Contracts being finalised 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	10/01 - Adele Taylor will be taking up the post in March. Appointment communicated to staff.
P-012	Finance	2	DD Corporate & Strategic Finance	Stephen Brown		=	01-Mar-23	Liton Rahman	18/01 - Interviews are scheduled for February
P-013	Finance	2	DD Financial Management	Stephen Brown		=	01-Mar-23	Steve Muldoon	18/01 - Interviews are scheduled for February
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	Sue Butcher	12/01 - Appointment of Sue Butcher communicated to staff
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	Ketan Gandhi	23/12 - Role no longer being recruited to. Ketan Gandhi picking up community.
P-010	Place	2	AD Housing	Surjit Nagra		▲	01-Feb-23	Chris Stratford	18/01 - Chris Stratford appointed
P-008	Place	2	AD Property	Surjit Nagra		▲	01-Feb-23	Mark Halligan	18/01 - Mark Hallifan Appointed



1. Employment & Appeals received a report on Chief Officer exit arrangements and new appraisal process for Chief Executive
2. The Committee also received an update on senior officer structure, recommending minor changes for approval by full council in January 2023.
3. A workshop to review the whole recruitment process for all levels took place on 9th January 2023 with stakeholders. Outcomes are being reviewed to turn into an action plan.
4. Adele Taylor has been appointed as ED for Finance and Commercial Services, and will be taking up her post in March. Interviews for two finance Deputy Directors scheduled for February.
5. Sue Butcher has been appointed as ED of people (children) and the CE of Slough Children First and commenced 16 January.
6. Mark Halligan has been appointed AD for Property.
7. Chris Stratford has been appointed AD for Housing.
8. Interviews for ED Strategy and Improvement are scheduled for the end of January.

Strategy and Transformation

Improvement and Recovery Board Appendices

Contents

- Recent Governance Decisions Taken in Support of Improvement and Recovery
- Previous IRB Decisions Taken
- Cost Saving Initiatives
- Functional Capability Assessments
- Subsidiary Company Review - Additional Information
- Evidence Based Decision Making - Examples
- Corporate Risk Register - Extract
- Key Service Updates

Recent Governance Decisions Taken in Support of Improvement and Recovery

Ref	Report & Subject	Date	Chief & Contact Officers	Portfolio	Key Decision	Summary of Decision	Related Direction and Contribution to Recovery	Link to Document
GD-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	Key Decision	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

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-029	Cabinet ICT & Digital update	19-Dec-22	Stephen Brown ----- Simon Sharkey Woods	Customer Services, Procurement and Performance	No	Update on the ICT & Digital modernisation and remediation work including new structure and operating model for delivery	3f IT Action Plan: Commissioners welcome the report as the first comprehensive document considered by Cabinet in response to this part o the Directions.	https://democracy.slough.gov.uk/documents/s74083/Report%20and%20Appendices.pdf
GD-030	Cabinet 2023/24 & 2024/25 Council Tax	19-Dec-22	Steven Mair ----- Liton Rahman	Financial Oversight and Council Assets	No	Agree to approval being sought from DLUHC to increase Council Tax above the referendum limits in each of the next 2 financial years without a referendum	3a Financial Sustainability Action Plan: Commissioners reviewed the report and will male any observations direct to ministers	https://democracy.slough.gov.uk/documents/s74211/Ctax%20Council%20Tax%20Report%20191222%203a.pdf
GD-031	Cabinet Fees and Charge	16-Jan-23	Steven Mair ----- Liton Rahman	Financial Oversight and Council Assets	Yes	Annual review of fees and charges	3a Financial Sustainability Action Plan: Commissioners reviewed the report and are content with the proposals.	https://democracy.slough.gov.uk/documents/s74353/Report.pdf
GD-032	Cabinet Procurement of Adult Social Care Shared Lives Service Contract	16-Jan-23	Marc Gadsby ----- Jane Senior	Social Care and Public Health	Yes	To ensure that the council can secure a Shared Lives Service that offers best value as part of the ASC Transformation Programme that is procured properly and safely.	3a Financial Sustainability Action Plan: Commissioners reviewed the report and are content with the proposals.	https://democracy.slough.gov.uk/documents/s74347/Report%20and%20EIA.pdf
GD-033	Cabinet Severance of the Council's leasehold interest at Greenwatt Way	16-Jan-23	Pat Hayes ----- Fin Garvey / Peter Robinson / Peter Worth	Financial Oversight and Council Assets	Yes	Termination of lease agreement and release of overage	3a Financial Sustainability Action Plan: Commissioners support the recommendations	https://democracy.slough.gov.uk/documents/s74233/CL%20Cabinet%20Paper%20on%20Chalvey%20Lease%20v3.3.pdf
GD-034	Cabinet Recommendations of the Cabinet Committee: Disposal of the Adelphi Theatre, Slough	16-Jan-23	Pat Hayes ----- Steven Mair	Financial Oversight and Council Assets	Yes	Disposal of asset	3a Financial Sustainability Action Plan: Commissioners support the recommendations	https://democracy.slough.gov.uk/documents/s74517/Ad%20Cabinet%20Paper%20on%20Adelphi%20Disposal%20Final.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	Marc Gadsby					2,112			584	1,528		2,112	==
I-002	Better use of Disabled Facilities Grant and equipment	Andre Ansah					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	Vanita Dutta					250			150	100		250	==
I-004	Mental Health	Seb Sebastian					500			100	400		500	==
I-005	Transitions	Uma Macarov	Medium	No	No		400			160	240		400	==
I-006	Diverting demand	Andrea Rodin	Medium	No	No	No	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	Medium	No	No	No	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						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	Medium	No	Yes	No	525		28	90	613		731	▬
I-030	Vacancy factor and other overhead reductions	Sarah Hayward	Medium	No		No	500				500		500	▬
I-064	Wide Area Network	Simon SharkeyWoods					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 Kyriacou					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	Sarah Hayward					750		750				750	
I-069	Support Services	COO/Children's					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 / Vijay McGuire	Medium	No		No	299				299		299	▬
I-032	Increased tax base and collection rate	Liton Rahman	None	No	No	No	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	Peter Robinson					12				12		12	▬
I-062	Efficient working practices in Revenues and Benefits	Andy Jeffs					440				440		440	▬
I-063	Revenues and Benefits Agency Savings	Andy Jeffs					450				450		450	▬
I-070	Minimum Revenue Provision	Steve Muldoon					3,000				3,000		3,000	▬

2023/24 Cost Saving Initiatives, Directorate - Place

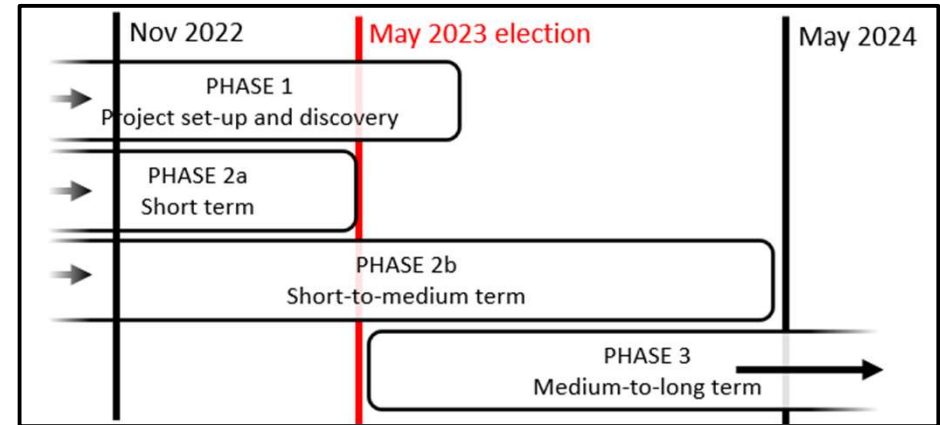
Ref	Saving / Initiative / Project	Service Owner	Politically Sensitive?	Consult Public?	Staff Consult?	Pre-Elect Restricted?	2023/24 Forecast (£'000s)						Trend	
							Base (Target)	Black	Red	Amber	Green	Delivered		Total Saving Forecast
I-027	Revenue running cost savings from asset disposals	Kamal Lallian	None	No	Yes	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	Alison Hibbert	Low	No	No	No	424				424		424	▲
I-039	Chalvey HWRC Management Fee	Alison Hibbert	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	Yes	No	Yes	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	No	No	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	Alison Hibbert	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	Alison Hibbert	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	Ancuta Asandei	None	No	No	No	15			15			15	==
I-055	Reduce Spend on Repairs and Maintenance at Corporate Buildings	Kamal Lallian	None	No	No	No	300				300		300	▲
I-056	Reduce Spend on Cleaning at Corporate Buildings	Kamal Lallian	None	No	No	No	200				200		200	▲
I-057	Corporate Contract Efficiencies	Kamal Lallian	None	No	No	No	50				50		50	==
I-058	Stop SBC Funded CCTV Monitoring of Public Spaces	Ketan Gandhi	High	Yes	Yes	Yes	300			300			300	▼
I-059	Parking Income - Increase Controlled Parking Zones	Kam Hothi	Medium	Yes	No	No	200				200		200	▲

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.



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

Actions to date:

- Set up Corporate Governance Working Group
- CG Working Group formally requested Project Support Officer from PMO – recruitment underway
- Put in place formal reporting to relevant elected member meetings (Audit & Governance Cttee)

Next steps:

- Align plan, materials and reporting with whole-council approach to recovery action planning and reporting
- Confirm programme/project management resource – recruitment underway

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:

- Two workshops with all Democratic Services staff to check and develop the plan
- Plan discussed monthly at Corporate Governance Working Group
- Launched Member Survey to enable benchmarking
- Ongoing work to align this plan with (or within) the culture change workstream

Next steps:

- Formulate overall philosophy of governance in the authority, expressed through corporate documentation
- Assess baseline and benchmark via survey of staff and members
- Schedule a LM&Ds discussion on the existing ‘policy statement on corporate governance’, with a view to collecting feedback for an update, to be agreed by appropriate Member forum and full council.
- Review: governance framework (CIPFA/SOLACE guidance), outstanding internal audit actions, Business Continuity and emergency planning arrangements, and 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
- MO has met all ADs and EDs to understand the causes of governance issues and set clear expectations.

Next steps:

- Create and deliver further Slough-specific training on working in a political environment, for senior leaders and frequent report authors
- Report Member Survey findings to Standards Cttee in February along with Member Development Strategy and Plan informed by the results

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
- *Guide* to cabinet and committee lead-in dates published and publicised internally
- Lead members briefed and presenting reports at Cabinet meetings
- Commenced RAG-rating of cabinet report compliance with corporate timescales for SLT/CLT monitoring

Next steps:

- Improve quality of Cabinet and Committee reports.
- Implement data recording in Democratic Services to understand frequency of late reports by directorate.
- Review whether single member decision-making should be introduced.
- Review processes for significant officer decision-making

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
- Discussions underway with IT about options for bringing formal report workflow into a document management system such as the one currently being procured.

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
- Agree ultimate responsibility for report quality and quality assurance and compliance with report template.
- Explore options for using a document management system to improve document handling, version control, sign-offs etc
- 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:

- 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
- MO and governance officers routinely meeting with new senior staff, to conduct bespoke governance induction.

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
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 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 – sessions on 10 Jan and 7 Feb

Next steps:

- Gather feedback from staff and members, via methods to be decided e.g. surveys, workshops etc
- 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
- Completed first of two workshops with external facilitator on CfGS' seven characteristics of good governance with officers
- Member survey findings to be reported to Standards Cttee in February

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 and feedback report to CLT, 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 – potentially with input from ADSO
- Consider programme of encouraging senior officers to observe formal meetings (and feed back?)
- Consider how to use induction, (and perhaps the Lord Mayor’s office) to create more opportunities for members and officers to meet and mingle informally.

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:

- Reviewed and amended Scheme of Delegation to Officers, including delivering training to senior officers on delegations
- Introduced internal schemes of delegation per directorate, including consistent sections on financial, HR and procurement delegations
- Amended contract procedure rules to set out thresholds for officer decision making
- Amended financial procedure rules to set out thresholds for officer decision making

Next steps:

- Update internal schemes of delegation to reflect new senior officer structure
- Implement annual review of internal schemes
- Review thresholds and procedures for significant officer decision making

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:

- Agree 4-year member development strategy, designed with input from councillors – Standards Cttee in February
- Agree annual member development plan at Standards Cttee in February, aligned to above 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 rebranded and relaunched
- Briefings with lead members and scrutiny members
- Confidential budget papers available to scrutiny members in advance of budget scrutiny
- Rebranded member bulletin and incorporated Customer Service data infographic

Next steps:

- Produce a position statement on what information councillors can expect to be provided with and when.
- Include training on availability and functionality of Insite in induction programme
- Consider creating intranet or SharePoint pages dedicated to information for Councillors
- Implement regular programme of ‘all member scrutiny briefings’
- Corporate push to improve consistency and completeness of officers’ email signatures and phone book entries
- Each Executive Director-Lead Member partnership to have a re-set conversation to define what performance information is shared and reviewed, and at what frequency.

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
- Proposals in development by Strategy team relating to a longer-term strategic planning and delivery cycle linked to the four-year municipal cycle

Next steps:

- 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
- Advertise Scrutiny Post and other vacancies in the Democratic Services team

Next steps:

- Finish recruitment to vacancies including new scrutiny posts created in response to Government intervention.
- Review: service provision with a view to streamlining offer, support for partnership meetings and review cost-effectiveness of Statutory Appeals service.

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
- Consulted Extended CLT on whether any further elements of the constitution require to be updated

Next steps:

- Conduct minor review of constitution for 2023 AGM with a view to more significant rolling review thereafter

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

Actions to date:

- Confirmed re-subscription to Citizen Space as the single online tool used by the council to consult and engage with residents.

Next steps:

- Review community participation and engagement in local democracy / 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
- Proposals in development by Strategy team relating to a longer-term strategic planning and delivery cycle linked to the four-year municipal cycle

Next steps:

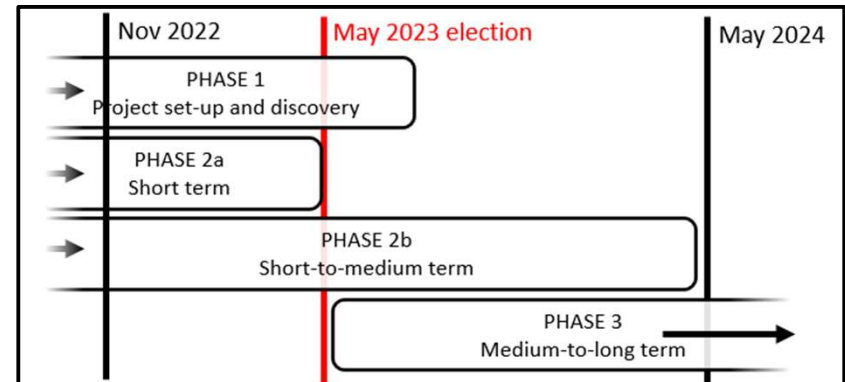
- Build cycle of corporate planning into corporate schedule and communicate the intended pathway to the organisation
- Long-term options for future viable governance of the authority explored and assessed
- Refresh the service planning cycle

Headline action	Owner	Indicative Timescale
21. Improve quality of local (external) partnerships	Monitoring Officer	Phase 3

- Review partnerships governance
- Implement changes that improve efficiency and effectiveness of partnership arrangements

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.



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. This has been published, endorsed by Council and member training delivered
- Established which member/s will lead on the development of the scrutiny function
- Held first meeting of the Member Working Group on Scrutiny (3 January) and agreed key principles for the new design of scrutiny

Next steps:

- Continue to work with members to review and develop these proposals for Slough
- Agreement of detail by Member Working Group, constitutional changes considered by Constitution Member Working Group, for agreement by Council at AGM 2023.
- Implement CfGS recommendations endorsed by Council 22 November.

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 to conduct focused work and a work programme for the remaining panels focussing on Budget/savings, improvement and recovery

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

- Proposals to be made in February for 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 Cttee
- Chair of O&S Cttee now periodically invited to Improvement Board meetings with Commissioners, Cabinet and senior officers, when O&S is under discussion.
- LGA mentorship reinstated for O&S Chair

Next steps:

- 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

Action to date:

- Cabinet members invited to present and answer questions at budget scrutiny sessions in February 2023, and invited to receive T&F group reports in public committee meetings (also February 2023).

Next Steps:

- Further review strength of cabinet connections with scrutiny - e.g. regularity of attendance, portfolio updates etc

Scrutiny Action Plan

Direction 3.c, 5 & 7

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
- Scrutiny role and other democratic services posts have been advertised

Next steps:

- Continue recruitment process

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

Action to date:

- Significant improvements to early engagement with budget setting
- Regular meetings between O&S Chair and Chief Exec have now commenced.

Next steps:

- 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
- Design effective use of corporate performance management information and KPIs by scrutiny councillors
- Support scrutiny members to understand their rights to access information

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 24th 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	Phases 2a & 2b

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, for recommendation by working groups to Council at AGM 2023.

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

Direction 3.d

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	
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	Completed
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	Completed 3 Offers made to Head, Internal Audit Manager and Senior Auditor
IA-005		Offer Letters	Mike Thomas	Pre Christmas 2022	31-Dec-22	22-Dec-22	22-Dec-22	Completed
IA-007		New In House team commence work	Mike Thomas	Depends on recruitment	31-Dec-22	31-Jan-23	31-Jan-23	Arranging start dates and induction – all three new staff have indicated relatively short notice periods.
IA-13		Failure to recruit In House Team	N/A	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	Not an issue as senior recruitment taken place - completed
IA-008		Transition from RSM to IN House team	Head of FG, IA	Depends on recruitment – internal auditor posts will need re-advertising or support through alternative means.	31-Mar-23	31-Mar-23	31-Mar-23	During February and March 2023
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	New Team to work with RSM to develop plan for 2023/24 and transition of work
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

Direction 3.d

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	22/12 - Contracts register in place and reflects new council structure - now being used as Business as Usual activity, including forward plan for 2023/24 which will go to April cabinet	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	22/12- Processes and procedures updated to reflect changes to contract procedure rules, training sessions booked and advertised for January/February 2023	31-Dec-22	31-Dec-22		Note there will be changes to procurement legislation in 2023 which will necessitate a review of the councils contract procedure rules
M-001		Recruit to vacant posts within the Commercial Team	Clare Priest	22/12- Posts have been advertised, expect a second round of recruitment for procurement category managers and contract management support lead	30-Mar-23	30-Mar-23		Posts have been advertised, expect a second round of recruitment for procurement category managers and contract management support lead
M-003		Implement contract management system (Agresso)	Clare Priest	22/12 - 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	22/12- KPI's to be developed from January onwards, including performance relating to exemptions. Procurement review board tracker has been reviewed to ensure information is captured	31-Mar-23	31-Mar-23		
M-009		Develop forward plan for 2023/24	Clare Priest	22/12 - Contracts register will be used and form the basis of the forward plan, meetings with directorates has commenced, and will take place throughout January 2023	01-Apr-23	01-Apr-23		
M-005		Develop and implement social value policy	Clare Priest	22/12 - 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	22/12 - 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 Migration of the council's planning application to the cloud	Stephen Menzies	06/01/23 - server infrastructure set-up complete and application loaded to infrastructure. Vendor undertaking configuration and testing.	30-Nov-22			
M-001		*Northgate Housing Migration of the council's housing management system to the cloud	Tom McAuliffe	06/01/23 - Project being moved to the ICT and Digital programme for delivery. Workshops planned for January and project will be reset and rebaselined for delivery.	31-Dec-22	31-Dec-22		
M-010		Agresso finance system Migration and ongoing service management of the council's finance system to a new supplier (Cloud Hosted)	Stephen Menzies	06/01/23 - Project went live in December. Some post go-live issues to be addressed. Infrastructure decommissioning work has started.	31-Dec-22	31-Dec-22		
M-004		Academy (Revs and Bens) Migration of the council's revenues and benefits case management system to the cloud	Stephen Menzies	06/01/23 - Project undertaking go-live activities 6 and 7 January. Minor test case errors outstanding. Manual workarounds in place.	31-Jan-23	31-Jan-23		
M-008		ITSM Phase one Implementation of an IT service management application – case management and customer portal.	Stephen Menzies	06/01/2023 - Options appraisal complete. G-cloud 13 Framework newly launched. Procurement can't complete until access to framework is provided by CCS. Issue escalated to Procurement.	31-Mar-23	31-Mar-23		
M-009		EDMS Implementation of a council wide electronic document management system	Stephen Menzies	06/01/23 - Report for new two year contract will be considered by Cabinet in January. Work has started on the future medium/long term technology and resourcing strategy.	31-Mar-23	31-Mar-23		

... action plan ... migration ... of business applications

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-005		Flare Implementation of a new case management system for regulatory services	Stephen Menzies	06/01/2023 - Options appraisal complete. G-cloud 13 Framework newly launched. Procurement can't complete until access to framework is provided by CCS. Issue escalated to Procurement.	30-Sep-23	30-Sep-23		
M-012		Liquid Logic (Adult social care) Migration to the cloud of the council's Adult Social Care system, Children's Social Care & Early Help applications.	Stephen Menzies	06/01/23 - Requirements gathering and business case being drafted. Workshop planned with service area and vendor.	TBC	TBC		Timelines to be agreed with service area once requirements gathering, BC drafting and workshop has completed.

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 Implementing a range of cyber reporting on the council's cyber security and resilience	Stephen Menzies	06/01/23 - Not started yet. Resource to be allocated January 2023.				
M-010		PSN/DWP re-certification Preparing for the submission of the council's PSN certification	Stephen Menzies	06/01/23 - Not started yet. Resource to be allocated January 2023.				
M-005		NCSC services Implementing a range of free NCSC provided IT services for network and email security	Stephen Menzies	06/01/23 - Work being undertaken by cyber security officer.	31-Dec-22	31-Dec-22		
M-006		Multi factor authentication (MFA) Implementing MFA across council devices.	Stephen Menzies	06/01/23 - Specialist cyber security consultancy contract awarded. Consultant being recruited. Project timelines to be reviewed when consultant onboarded.	31-Dec-22	31-Dec-22		
M-008		Ransomware Implementation of a ransomware file encryption protection solution	Stephen Menzies	06/01/23 - File share permissions have been set-up. Vendor meeting 9/1/23 to confirm migration and testing activities	31-Jan-23	31-Jan-23		
M-002		Security incident and event monitoring (SIEM) Implement a SIEM tool to log and monitor traffic on the council's networks and devices	Stephen Menzies	06/01/23 - ITT commercial model outstanding. ITT to be released to market early January.	31-Mar-23	31-Mar-23		
M-003		Active Directory Implementing additional controls and security policies on the council's Active Directory	Stephen Menzies	06/01/23 - Specialist cyber security consultancy contract awarded. Consultant being recruited. Project timelines to be reviewed when consultant onboarded.	31-Mar-23	31-Mar-23		





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-001		Back-up Implementing a cloud-based back-up solution for the council's applications and data	Stephen Menzies	06/01/23 - ITT commercial model outstanding. ITT to be released to market early January.	30-Sep-23	30-Sep-23		
M-004		Legacy operating systems Replacing legacy operating systems which are out of date and unsecure	Stephen Menzies	06/01/23 - Specialist cyber security consultancy contract awarded. Consultant being recruited. Project timelines to be reviewed when consultant onboarded.	30-Sep-23	30-Sep-23		
M-007		IT health checks Undertaking regular IT health checks on the council's networks.	Stephen Menzies	06/01/23 - Specialist cyber security consultancy contract awarded. Consultant being recruited. Project timelines to be reviewed when consultant onboarded.	30-Nov-22	Ongoing		







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 Implementing a new anti-virus solution	Stephen Menzies	06/01/23 - Not started yet. Resource to be allocated February 2023				
M-002		Corporate and contact centre telephony Migration to a new service provider for corporate and contact centre telephony services	Stephen Menzies	06/01/23 - Migration planning and data collection underway. Comms Strategy in development.	28-Feb-23	28-Feb-23		
M-004		Always on VPN Improving remote access over VPN for staff	Stephen Menzies	06/01/23 - Netscaler upgrade complete. Network testing being carried out. Poor download performance in test and access issues to MS Office being reviewed and resolved.	31-Jan-23	28-Feb-23		
M-003		Laptop AutoPilot Automating process of building staff user profiles onto new laptops	Stephen Menzies	06/01/23 - Reviewing existing laptop images. Project cannot be rolled out until the Always On VPN project has completed. All non impacted activities are being delivered in parallel.	31-Jan-23	31-Mar-23		
M-005		InTune mobile device management Implementing new approach to managing council devices remotely	Stephen Menzies	06/01/23 - 540/700 devices upgraded to InTune. Comms campaign being started to encourage remaining staff to upgrade as soon as practical now that staff are returning to work after break.	31-Dec-23	31-Dec-23		


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 Identify the potential for more efficient hosting options for applications used across the council	Stephen Menzies	06/01/23 - This project hasn't started. Resource to be allocated late February 2023 to scope project.				
M-001		Disk storage replacement Replacement of the council's storage area network equipment.	Stephen Menzies	06/01/23 - new SAN has been installed, powered up and connected to the network. Porting identification exercise to be undertaken and migration plan to be reviewed by project team and vendor.	31-Dec-22	31-Jan-23		
M-007		Disaster recovery as a service Procurement and implementation of a cloud disaster recovery service	Stephen Menzies	06/01/23 - Awaiting commercial model from procurement to complete ITT. Release to market early January.	28-Feb-23	28-Feb-23		
M-005		Wi-Fi Review and upgrading of the council's Wi-Fi service within Observatory House	Stephen Menzies	06/01/23 - Requirements being collected and business case drafted.	31-Mar-23	31-Mar-23		
M-002		Core switch migration Upgrade and replacement of the core switch	Stephen Menzies	06/01/23 - Cable audit has completed. Reviewing opportunity to migrate some services ahead of the DC relocation in May as there are services which are currently not supported on the existing switch.	31-Mar-23	30-Apr-23		
M-006		Data centre relocation Relocating the council's data centre to a central government, highly available and flexible location	Stephen Menzies	06/01/23 - Cable audit complete. Awaiting sealing of contract to allow commissioning of data lines to new data centre. Migration date agreed for May to minimise impacts on key council activity relating to FYE.	31-Jan-23	31-May-23		Mid-May migration date is based on: a) telcom data lines - earliest date available, mid February b) financial year end and start activities with residents, mid March to Mid April c) local govt. election in May

ICT action plan - upgrading infrastructure

Direction 3.f

Ref	Status	Deliverable or Milestone	Owner	Progress	Delivery Dates		Date Delivered	Additional Comments
					Original	Forecast		
M-008		Office 365 Phase 2 Maximising the use of online collaboration and productivity tools available from Office 365	Stephen Menzies	06/01/23 - Initial project scoping complete. Wider piece around staff adoption and end-to-end support on adoption being developed.	30-Jun-23	30-Jun-23		

The Council had 11 companies: Six have been shut and four are currently being very actively managed.

1. Reviews of three (GRE5, SUR and JEH) have been undertaken and measures introduced to improve governance, management, reporting, stabilise/reduce operating costs, generate capital receipts and reduce capital spend.
2. One, low risk, will follow in 23/24 (DISH) as planned.
3. Directors/Board representatives have been replaced for all, apart from DISH. Board meetings and reporting have been regularised, new board terms of reference agreed, director contracts agreed, director appraisal programme in place.
4. Officer corporate oversight boards have been established to provide support to representatives, strengthen communication, reporting and performance oversight.
5. Short term Council capital programme commitments have been reduced by at least £65m.
6. Programme to accelerate asset disposals to generate cash receipts of c.£40m in 22/23 and 23/24.
7. Acceleration of loan repayments to the Council. SUR loan facility reduced from £10m to £nil in 12 months.
8. Additional external funding obtained to reduce Council's financial exposure e.g. HE grant to GRE5 of £10m.
9. Reduced operating costs for SUR and JEH with reduced scale of operations and reduced capex programme.

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; generating capital receipts, reducing borrowing requirements, MRP and the Council's exposure to financial risk. JEH losses have been stabilised and the company now has a net operating profit. The SUR operating model and costs have been significantly reduced to reflect the new scale of operations. A good quality team has been put into place in GRE5 to provide leadership and manage the programme.
6. The remaining four companies will be closed down by 2024/25 which allows for key projects to be completed and/or transfer or sale of assets. SUR/GRE5 expected FY24/25. DISH/JEH expected FY23/24 - 24/25.

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 £10m to £nil this year);
3. Capital receipts have been accelerated. NWQ and Montem Lane sale are expected to complete before the end of FY 22/23 (c £40m).
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 £10m 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 JEH to be paid down. The company has property assets of c£50m and associated loans of c£50m. It is expected that Cabinet will be asked to approve the transfer of some assets back to the Council and the sale of assets to third parties. This will enable JEH to be closed down. Cabinet decision required in early 23/24.
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. This is expected in FY 24/25 – works scheduled to be completed in early 2024.
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 provided by the Council. It was established in 1988 and has one lease (with the Council) for 54 homes. 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.
5. Further governance and oversight improvements – new Shareholder Agreements (March 23) and new member oversight (for start of FY 23/24).

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 (£10m +) to reduce Council financial exposure.
6. Programme update to cabinet (March 23).
7. 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 – operated throughout FY 22/23.
5. Significant progress on site by site disposal of SUR opted sites. Two expected to complete FY 22/23 (NWQ and Montem) and further sales in FY 23/24.
6. 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. Further data and analysis is required to support the LP recommendations to ensure that the wider Council revenue implications are clearly understood.
3. Council has provided a 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 and new reporting arrangements. New board terms of reference and directors contracts in place.
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

Direction 6

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.		<p>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</p> <p>13/1 – first round of Director appraisals have taken place and will continue on a rolling basis.</p>				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		<p>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.</p> <p>13/1 – Handover undertaken with Pat Hayes in his new role as shareholder representative for JEH, SUR and GRE5.</p>				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		<p>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 winder up the partnership by 2024 latest. Options review undertaken by Local Partnerships for JEH – to be reported to Cabinet in early 2023/24. 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</p> <p>13/1 – No change to plans. SUR - decisions re the disposal of opted sites continue to be made by Cabinet on a case by case basis (most recent ones – Montem and NWQ). No new activity is being undertaken by SUR and the LLP will be wound up following completion of asset sales. GRE5 – update paper on Nova House works programme and associated matters to be provided to Cabinet (in addition to the annual Business Plan) in March 23. GRE5 Ltd be sold and/or wound up in 24/25 following completion of works – optimum exit strategy to be agreed (e.g. sale of lease or sale of business/share</p>				Review of DISH to be complete by FY 2023/4 Q1 due to it being lower risk.

Subsidiary Company Action Plan

Direction 6

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.		<p>30/11 – A range of 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.</p> <p>13/1 - Business plans for all companies to be approved by Cabinet for next financial year (February 23 Cabinet).</p> <p>13/1 – New Shareholder Agreements to be approved by Cabinet for all companies in March 23.</p>	31-Mar-24	31-Mar-24		Review of DISH to be complete by FY 2023/24 Q1 due to it being lower risk.

Key Service Updates

Health and Social Care Integration

- A procurement exercise has been undertaken concerning the voluntary and community sector contracts and a report will be presented to Cabinet in March 23 as per the Corporate Forward Plan.
- Approval for contract award for an Integrated Substance Misuse Service and Rough Sleepers Substance Misuse outreach service was secured in November 22. Mobilisation has commenced for these services with new contracts going live in April 23.

Public Health

- Recruitment to the substantive posts in the Public Health Team is now underway.
- The majority of the team are currently interims. Improving long-term public health outcomes is heavily reliant on stable partnerships and a substantive team will be a key step to ensuring this.

Reablement

- The Reablement recruitment advertisement campaign concluded. Good response, interviews happening throughout January 2023.
- Reablement Workshops are being run through January setting the culture for the team for team members.
- Reablement Roadshows for wider teams planned through 2023.
- Processes associated to the new working model have been implemented and are now being reviewed to assess benefits.
- 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.

Key Service Updates

Children

- LGA will undertake a peer review of the Corporate Parenting Panel on 18/19 January.
- Further meeting taking place with the DfE regarding the SEND WSOA on 26 January.
- Safety Valve initial proposal feedback meeting on 22 January.
- The Early Help Strategy is being prepared to be taken to the Slough Wellbeing Board.

Key Service Updates

Place

- SBC has been awarded £9.2 million in the second round of the Levelling Up Fund, to transform the A355 Farnham Road in Slough to better serve pedestrians, cyclists and drivers, with faster access for buses to improve journey times.

Communications

- Peer review issues and recommendations are forming the basis of an action plan
- Second round of staff roadshows to be held w/c 23 January 2023
- Three small getting to know you sessions (six staff members at each) held with the CE, receiving positive feedback from attendees
- Community engagement touchpoints identified across the organisation to enable coordination of key messages
- Report to CLT on communications planning 18 January 2023 and monthly reporting to CLT commenced
- Brand review awarded to external creative agency, work commenced 18 January 2023
- Fortnightly bins creative and media buying campaign awarded 23 January 2023

Key Service Updates

Customer services

- The Customer Contact Centre has exceeded the corporate plan targets for the service in October, November and December (currently 55% of calls answered, and 10 minutes wait time).

	Oct-2021	Oct-2022
Calls Received	17389	13891
Calls Answered	6124	11191
% Answered	35.2%	80.6%
Average Wait Time	00:17:48	00:05:10

	Nov-21	Nov-22
Calls Received	16,722	13,812
Calls Answered	6,669	10467
% answered	39.9%	75.8%
Average wait time	00:16:53	00:06:58

	Dec-21	Dec-22
Calls Received	11,222	10,025
Calls Answered	5,471	7682
% answered	48.80%	76.60%
Average wait time	13:41	06:08

Average wait times have improved our customers' experience substantially since the same period last year

- The service is currently working on a draft high level programme plan, which includes initiatives to embed a corporate 'Customer Focussed' culture within the organisation. Further workstreams focus on the Customer Contact Centre.
- A paper on approach / methodology to develop the customer care standards is in the process of being finalised and will be tabled for discussion and engagement with the wider leadership.
- Service redesign is progressing well, with full engagement of staff within the service to define a revised interim target operating model; conversations have taken place with HR, and the detailed business case is currently in development stages.

Key Service Updates

Complaints

- From December, we have introduced a weekly outstanding cases report, detailing all outstanding casework per service and issued to services, requesting urgent action.
- Quarterly complaints monitoring report re-introduced and circulated since 17 November.
- Members Complaint handling T&F Group has completed – the final recommendation report to be presented at the Customer & Community scrutiny panel in February 2023.
- We are carrying out periodic quality checks on complaints to ensure learning actions are registered and followed through

