

Strategy and Improvement

Improvement and Recovery Board

Progress Report
25-May-23

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Report Author: Strategy and Improvement Team

CONFIDENTIAL

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Headline Commentary

1. Day to day delivery of Recovery themes / actions is growing in maturity across the organisation. This is supported by:
 - The experienced staff we have recruited to the Transformation Team.
 - Headline plans broadly tracking as expected.
 - Increasingly open dialogue about the challenges and our response to them.
2. Per discussion at the Apr IRB, there needs to be a shift from a purely Direction focussed response to strategic Transformation of the organisation. This will be supported by the new “Recovery and Transformation Board” (initial meeting scheduled for 23rd May).
3. Officers will work with newly appointed Commissioners to review reporting with a view to adjusting as required.
4. 33% of staff responded to the opening round of the staff survey as of now. Senior managers have been urged to promote participation among their staff and to remind them that all responses are anonymous.
5. Informal consultation stage of the Associate Director / Head of Service restructure has completed.

Recovery Combined 'Plan on a Page'

Feb-23 Mar-23 Apr-23 May-23 Jun-23 Jul-23 Aug-23 Sep-23 Oct-23 Nov-23 Dec-23 Jan-24 > Jan-24

Oversight

◆ IRB (Feb-23, Mar-23, Apr-23, May-23, Jun-23, Jul-23, Aug-23, Sep-23, Oct-23, Nov-23)
 ◆ Letter to DLUHC (incl. Grant Thornton audit) (Mar-23)
 ◆ Letter to DLUHC (Jun-23, Sep-23, Dec-23)

Financial Sustainability

Future Years Budget Exploration & Savings Ideation (Mar-23 to Jun-23)
 2024/25 Draft Budget Preparation (Jun-23 to Sep-23)
 2024/25 Budget Finalisation (Sep-23 to Jan-24)
 S151 Arrives (Feb-23)
 2018/19 Accounts Audit Complete (Mar-23)
 2023/24 Budget Update & Approval (Mar-23 to Apr-23)
 2024/25 Budget Update Available (Apr-23 to Jun-23)
 2019/20 Accounts Audit Complete (Aug-23)
 2020/21 Accounts Audit Complete (Nov-23)
 2024/25 Draft Budget (Sep-23 to Oct-23)
 Financial Settlement (Dec-23)

Asset Disposal

On-going Asset Disposal Programme (Feb-23 to Jan-24)
 Q1 Receipts forecast: £36m (Mar-23)
 Q2 Receipts forecast: £53m (Jun-23)
 Q3 Receipts forecast: £34m (Sep-23)
 Q4 Receipts forecast: £23m (Dec-23)

Procurement & Contract Mgmt.

Contracts Register Reviews (focussed to ensure up to date and robust, then six-monthly thereafter) (Feb-23 to Jun-23)
 Six-Monthly Register Reviews Start (Jan-24)
 ◆ Mgmt. Framework (Feb-23)
 ◆ Contracts Register on Finance System (Mar-23)
 ◆ KPI's Monitoring (Feb-23)
 ◆ Procurement process mapping (Mar-23)

Subsidiary Companies

Increase Member Oversight (Feb-23 to Mar-23)
 Present and Implement Annual Business Plans for JEH, GRE5, SCF (Mar-23 to Sep-23)
 ◆ JEH, GRE5, SUR Business Plans to Cabinet (Mar-23)
 ◆ 2023/24 Receipts forecast £7.5m (Sep-23)
 ◆ 2023/24 Receipts forecast £7.5m (Nov-23)
 DISH Review (Jun-23)
 Undertake and Implement Recommendations for Governance Reviews (Jun-23 to Dec-23)
 Exit from GRE5 & SUR 2024/25 (Dec-23)

Democratic Governance & Scrutiny

P2a – Short Term (incl. CfGS review response) (Feb-23 to Mar-23)
 P2b – Short to Medium Term (incl. improving Member and Officer decision making processes, introductory training) (Mar-23 to Jan-24)
 P3 – Medium to Long Term (incl. improved partnership governance, longer-term planning & decision making) (Mar-23 to Jan-24)
 ◆ Governance & Culture Workshop (Mar-23)
 ◆ Whole Council Elections (Apr-23)
 Agree Member Dev Programme (Mar-23 to Apr-23)
 Deliver Member Development Programme (Apr-23 to Jun-23)
 ◆ Present Reports on T&F Groups linked to Recovery (Mar-23 to Apr-23)
 ◆ Implement new Scrutiny Structure, delivery training and finalise annual work programme (Jun-23 to Sep-23)
 ◆ Post-Election Member Survey (Oct-23)
 Shadow O & S Arrangements (Mar-23 to Apr-23)

Internal Audit

◆ First Tranche of IA Recruitment Complete (Feb-23)
 Transition RSM to In-House Team (Mar-23 to Apr-23)
 ◆ 2023/24 Audit Plan available (Mar-23)
 ◆ Finance Board Update on IA way forward (Mar-23)
 Review against PSIAS Standards (Jan-24)

ICT & Digital

Corporate Telephony (Feb-23)
 Updated ICT Strategy (Mar-23)
 Data-Centre Relocation Completes (Apr-23)
 Security and Resilience, incl. DR Improvements (Apr-23 to Jun-23)
 Service Management Customer Portal Go-Live (Mar-23 to Apr-23)
 Mobile Telephony (Sep-23)
 Service Management – Ph 2 Go -Live (Sep-23)

Mgmt. Structure & Recruitment

Recruitment Process Optimisation (Feb-23 to Mar-23)
 ◆ ED & AD Levels Complete (Mar-23)

Workforce & Culture

P1 - Defining Future & Quick Wins (Feb-23 to Mar-23)
 P2 - Reshaping for Performance (Mar-23 to Sep-23)
 P3 – Optimised Delivery (Sep-23 to Jan-24)
 Leadership Roadshow (Sep-23, Nov-23)
 CLT & Governance Restructure (Apr-23 to Jun-23)
 Improved PM (Mar-23 to Apr-23)
 Staff Survey (Apr-23, Jun-23, Dec-23)
 Q'ly Perf Rep (Jun-23, Sep-23)

Note, RAG Status against individual milestones does not represent overall service status

Recovery Directions 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	Adele Taylor	Liton Rahman	Leader / Cabinet Member for Financial Oversight & Council Assets	Continuous		=	13/04 Finance action plan will be refreshed during April/May to reflect continued improvements for medium term.
3a	Financial Sustainability Action Plan	Adele Taylor	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		=	11/05 - There has been no further update on democratic services action plans due to the prioritisation of the elections. New members are currently being inducted and supported in their transitions to posts. Political and organisational reports are being developed alongside an exploration activity looking at the implications for workstream actions in response to this. 09/03 – Updates to a number of workstreams this month as preparation for the election, May AGM, new member cohort, updated constitution, new scrutiny arrangements, induction etc move into their final stages. This workstream’s relationship with the culture change programme is becoming clearer as the project environment continues to mature, making it easier to spot and make use of interdependencies.

Recovery Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3c	Scrutiny Action Plan	Stephen Taylor	Alexander Polak	Chair, Overview & Scrutiny Committee	01-Dec-23		=	<p>11/05 - There has been no update on the scrutiny front due to the elections. A new scrutiny panel is being inducted over the next coming weeks.</p> <p>11/04 – The Scrutiny Annual Report and Commissioners’ One year report were received at the last O&S meeting of the year on 22 March. Full Council received the Scrutiny Annual Report on 28 March, and Members’ comments both in the report and at the meeting reflect improvements from the year-to-date. Following input from the member working group, constitutional changes to adjust the structure and practice of O&S in Slough are being prepared for the AGM in May. Preparation is underway for induction with input from the Centre for Governance and Scrutiny and work programming with the new committee.</p>
3d	Internal Audit Action Plan	Adele Taylor	Mike Thomas	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23		=	<p>13/04 - Actions have been reviewed by finance team to ensure that action owners reflect current structure and will be taken to each DLT for progress updates with exceptions to be reported into Finance and Commercial DLT for follow up by S151</p>
3e	Procurement and Contract Management Action Plan	Adele Taylor	Clare Priest	Cabinet Member for Customer Services, Procurement & Performance	12-Jan-23		=	<p>05/05 -Training sessions for staff continue, with a further session held on 27 April. 110 staff have been trained to date. Process mapping in procurement to externally validate processes and procedures has completed and an improvement plan to implement recommendations is live. Work to develop a contract management framework has commenced</p>
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23		=	<p>10/05 - Failures on aging equipment have meant that the team has had to change the timing of some key works to deal with a critical risk to services. The network core failure has been the most impactful event but by working with teams to achieve workarounds, the replacement of the equipment was brought forward 6 weeks and successfully completed. New resources have been recruited to support an uplift in the skills across the council, especially in respect of the use of the Microsoft 365 platform.</p> <p>11/04 - ICT&D 3 year strategy formally adopted by the council. Final wording strengthened following Commissioner feedback and it is now clearer about corporate oversight and control. New IT service management system deployed and well received. Overall quality of the support service was negatively impacted by end-of-year activities, such as removal of legacy hardware, required to ensure savings targets could be met.</p>
3g	Suitable Officer Structure and Scheme of Delegation	Stephen Brown	Sarah Wilson	Leader	01-Oct-22		=	<p>Please see direction 8.</p>

Recovery Directions 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-Sep-23		=	<p>11/05 - In-line with the below request, the IRB papers for May have taken a more summarised approach. In addition the first "Recovery and Improvement Board" has been scheduled for May which will provide additional Senior Officer over the recovery and transformation agenda. One of the desired outputs is a further improvement to the reporting to the IRB.</p> <p>13/04 - Gavin has signalled a readiness to move to a more summarised approach to IRB reporting, however the detail of this has yet to be determined. As agreed with Sarah Hayward, reporting for the Apr IRB will proceed as previous months.</p> <p>13/04 - CLT have agreed to stand up a "Recovery and Transformation Board" to govern the transformation agenda of the organisation. This will meet monthly aligned to the IRB schedule such that papers / materials can be agreed before going to IRB.</p>
5	Culture Change	Stephen Brown	Sarah Hayward	Leader	31-Dec-23		▲	<p>11/05 - Culture Programme plans continue to develop. A well received workshop with the CLT has taken place early May with a follow up planned for early June. This has raised quality and depth of conversation at the senior level.</p> <p>13/04 - Plans and overall governance around the Culture Change Programme continues to develop / build. Whilst progress is not as fast as we would like, momentum is growing and the increased support the Transformation Team is now able to offer is helping the workstream leads develop their plans.</p> <p>10/03 - 'Concept on a Page' agreed with Stephen Brown. Approval to be sought at Mar IRB by Commissioners to ensure our thinking is aligned. Plans continue to develop, however progress across all streams is being made, but the reporting needs to be improved.</p>

Recovery Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
6	Subsidiary Company Review	Adele Taylor / Sarah Wilson	Carmel Booth	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23		=	<p>19/05 - Subsidiary Company review tracking to plan.</p> <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>
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23		=	<p>14/04 - position statement developed for agreement with CLT including proposals for introduction for new technology to improve data collection and management.</p> <p>09/02 - First draft of Data Strategy created. Due at CLT in March.</p>
8	Senior Officer Structure and Recruitment	Commissioners	Stephen Brown		31-Mar-23		=	<p>13/04 - Now considered BAU, however a restructure at the AD and levels immediate below is about to get underway.</p> <p>03/02 - ED for Strategy and Improvement has been appointed. This was the last remaining vacancy in CLT.</p>

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

As @ 04-May-23	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	5,688	5,688	0	0	763	4,925	0	0	0	0
Childrens	805	805	0	0	305	500	0	0	0	0
Strategy & Improvement	1,823	1,823	0	0	0	1,823	0	0	0	0
Finance	7,506	7,506	0	0	0	7,494	12	0	0	0
Place	3,700	3,700	0	0	0	3,680	20	0	0	0
Housing, Property & Planning	750	750	0	0	0	750	0	0	0	0
Cross-Council	2,150	2,150	0	750	200	1,200	0	0	0	0
Total Slough Savings	22,422	22,422	0	750	1,268	20,372	32	0	0	0
			0.0%	3.3%	5.7%	90.9%	0.1%			
			→	→	→	→	→			
Movement from Previous Period			0	0	0	0	0			
Previous Period			0	750	1,268	20,372	32			

Per discussion at the Apr IRB, these figures represent the latest position at year-end, with budgets set to fully deliver the savings targets.

- Savings for 2024/25 will be determined over the summer period (per the headline plan).
- Alongside determination of these savings, we intend to mature our oversight model further, with Finance Leads taking a savings assurance role for their respective Functional budgets.

Across 6 thematic areas – latest activity:

1. Getting the Basics Right

- a. 2023/24 budget monitoring processes set up – including timetable, trackers, templates – COMPLETE
- b. Savings trackers – meetings per Directorate with finance team before Period 2 closure to review detailed progress.
Per month will be on an exception/risk basis – MEETINGS ARRANGED
- c. Asset tracker – agreement on process
- d. Allocation of centrally held budgets (as appropriate) – by end of May and prior to Period 2 monitoring
- e. Finalisation of key government returns and grants (including Public Health Grant) prior to end of Period 2

2. Governance and decision-making support

- a. Updated guidance on ECP supporting information - COMPLETE
- b. Detailed workshop on identification of savings for future financial years w/c 15/05/23 with CLT

3. Financial culture and awareness

- a. Workshop arranged with finance business partners to agree business partnering approach expected
- b. Planning initial training for Audit and Governance committee - 7th June committee.
- c. Planning underway to identify training for officers and members – more detail at next finance board.
- d. Focus on Internal Audit plan (see separate agenda item).

4. Medium Term Planning

- a. Finalisation of outturn by end of May – on track
- b. Review of capitalisation direction model (and impact on medium term plan) - planned for early June following outturn
- c. Plans to map the new corporate plan to current resources to assist medium term financial planning – await confirmation of new corporate plan

5. Transformation and automation

- a. Agresso User group been set up to co-ordinate activity - previously no single place that key financial system was discussed
- b. Projects underway in Revs and Bens that underpin savings – expect delivery end of June

6. Deep Dive Projects

- a. At identification stage – likely to include:
 - Income and Debt management
 - Purchasing
 - Focus on improvement arc with external audit
 - Focus on improvement arc following internal audit reviews of key financial systems

In year budget monitoring: (2023/24):

Each Director now have been sent a copy of their budget for 23/24 and SFM's attending management team meetings
First monitoring of budget from Period 2 (so closes on the last day of May).

Regular budget monitoring both internally but also reporting to committees and members throughout the whole year.
Timetable sent with papers.

In-year contingencies and centrally held budgets (2023/24):

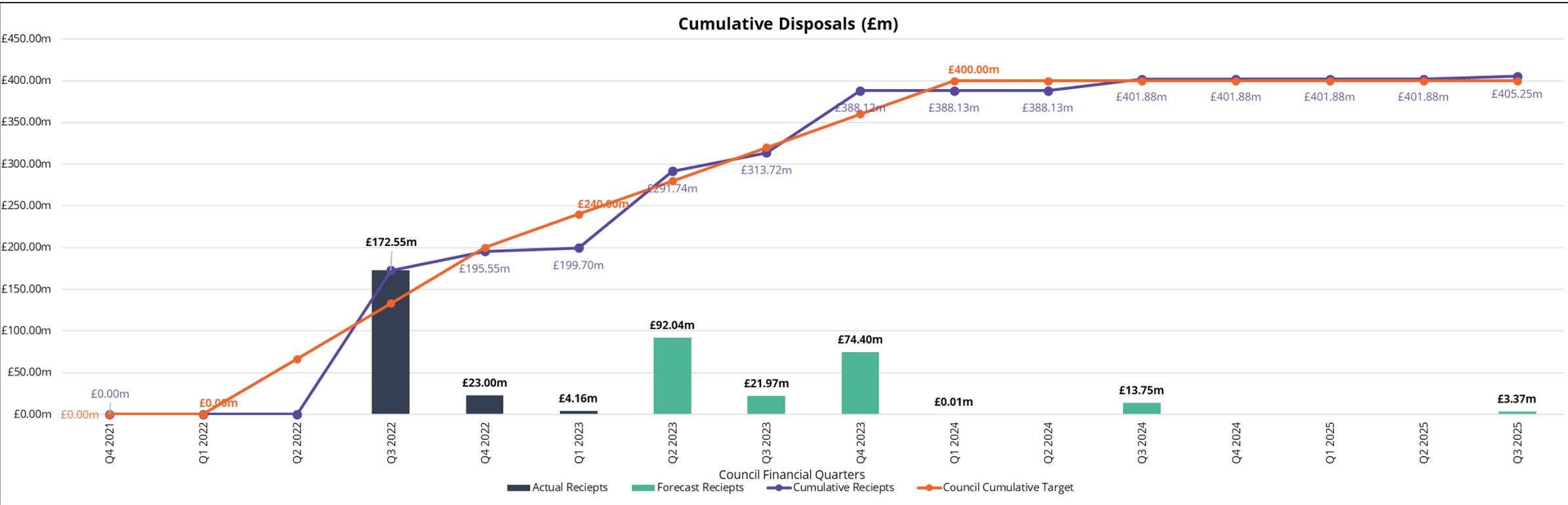
Finance working through list of centrally held budgets and allocating out those that now need to be held at directorate level. Will be allocated prior to Month 2 closure and subsequently reported on.

True contingencies or risk reserves will not be allocated out until the correct conditions have been met.

Monitoring of Savings:

1. Detailed review before Period Close Month 2 per Directorate
2. Ongoing monitoring by exception and risk based approach

- During May expecting the following key roles to be filled (interim):
 - Both Deputy S151 posts in place now
 - Specific, experienced, team focussed on closing and statement of accounts work will be in place in coming few weeks
 - Posts focussed on co-ordination of budget monitoring, MTFS development all starting prior to next finance board
- Permanent recruitment for Deputy S151 posts now live – closing date on June 4th
- Permanent recruitment of other finance posts to follow in next few weeks with 2 starters in the budget monitoring team due prior to next finance board
- More success with procurement roles.



Quarters are SBC Financial Year Quarters

RAG	Risks
●	Records
●	Market / Economy
●	Skills / Capability
●	Protocol / Process
●	Slough Narrative

The priorities for the Asset Disposal Programme over the next month include:

- Driving for best bids for the sites that are currently being marketed and secure the approvals necessary to move forward with transactions.
- Issue instructions for a third tranche of sites to be marketed.
- Progress the Estate Strategy work to identify further disposal opportunities and to help clarify the size of the retained portfolio, moving forward. A baseline report has been drafted and is now being verified. Stakeholder Engagement schedules are being planned and are likely to take place in June/July.
- Draft a Cabinet report to recommend improvements to the current process, including:
 - The approach to valuations and demonstrating Best Consideration.
 - Increasing the delegation levels to the Executive Director, to reduce an otherwise excessive need to use the urgency procedures and to reduce the risk of compromising SBC's commercial position, particularly given the current market conditions.
 - Appropriation of assets currently held in HRA to GF.
- Further refine the summary monitoring view.
- Review assets held in JEH.

Progress

1. Continued pressure at CLT level to improve timeliness and quality of report writing, now supported by RAG-rated corporate schedule, with all reports cleared by the Monitoring Officer and S151 Officer prior to submission to Commissioner.
2. Review of constitution has commenced and is in progress to inform review at annual council. COMPLETE.
3. Member Survey results have been shared with key officer teams and work is underway to identify new actions etc – was published for Standards Cttee on 6th April however the meeting was not quorate.
4. Proposed Member development and induction plans published for 6th April Standards Committee however the meeting was not quorate – will proceed with small member working group instead.
5. Contributing to revised staff induction programme with key governance / political environment content.
6. New Member Allowances Scheme agreed by Full Council 28th March following recommendation by IRP.
7. Reviewed Significant Officer Decision-making guidance and streamlined publication criteria (for inclusion in review of constitution), re-circulated to Extended CLT.
8. Extended CLT session on member survey, scrutiny annual report and member induction.

Next Steps

1. Onboarding and induction of new Members, AGM 18 May, revised constitution etc.
2. Launch 'Bitesize Leadership Learning' governance training.
3. A process for the management of Asset Disposals is being developed in order to assist with the workflow of those decisions.

Progress

1. The Scrutiny Annual Report and Commissioners' One year report were received at the last O&S meeting of the year on 22nd March. Full Council received the Scrutiny Annual Report on 28th March, and Members' comments both in the report and at the meeting reflect improvements from the year-to-date.
2. Preparation is underway for induction and work programming with the new committee.
3. Annual Review and Work Programming Workshop held 2nd March, shaping the Scrutiny Annual Review to be received by committee 22nd March.
4. Member Working Group on Scrutiny (set up by Council) has completed its meetings, with decisions made about the shape of scrutiny next year. Following input from the member working group, constitutional changes to adjust the structure and practice of O&S in Slough are being prepared for the AGM in May.

Next actions

1. Extended CLT item to review Scrutiny Annual Report – emphasis on peers feeding back on the benefits of officers involving themselves in T&F activity, with lessons learned.
2. Constitutional changes which will bring into place the planned changes to the structure of Overview and Scrutiny are due to be considered at Council on 18th May. COMPLETE.

- **A new Internal Audit team has been recruited** and the 'Head of Internal Audit' has been in post since 3rd February 2023, the Internal Audit Manager since 13th March 2023, the Senior Internal Auditor since 11th April 2023 and the Internal Auditor due to start mid-June.

Pre 21/22 internal audits:

- There is one action (out of 257) rated as low priority outstanding with actions in place to be completed.

21/22 internal audits:

- Actions completed as at end of April number 155 (including closed as duplicates) or 47% of the total due with a further 12 or 4% not yet due. A concerted effort is being made by CLT to close the remaining 160 actions that are overdue.

22/23 internal audits:

- 15 reports have been finalised and a further 10 reports are in draft and being responded to by management.
- 193 actions have been raised for 2022/23 from these reports.
- 62 actions are overdue and 23 complete.
- 53 are awaiting management responses (action owners and implementation dates).

23/24 Internal Audit Plan

- The Audit Plan was approved by the Audit and Corporate Governance Committee on 14 March 2023. The Plan has been reviewed and updated by the in-house Head of Internal Audit in Q1 2023/24.
- Reports on progress of implementing recommendations are made to the Audit and Corporate Governance Committee, Finance Board and CLT Assurance meetings.

Pre-2021

Totals	Total	High	Medium	Low
Not Due	0	0	0	0
Overdue	1	0	0	1
Complete*	256	28	112	116
Total	257	28	112	117

2021/22

Totals	Total	High	Medium	Low
Not Due	12	1	9	2
Overdue	160	13	89	58
Complete	146	38	55	53
Closed as duplicate	9	3	5	1
Total	327	55	158	114

2022/23

Totals	Total	High	Medium	Low
Not Due	55	13	35	7
Overdue	62	15	32	15
Complete	23	6	10	7
Awaiting Management Responses	53	10	28	15
Total	193	44	105	44

- All internal audit actions have been allocated to and reviewed by actions owners and Executive Directors, including actions that are deemed not relevant due to changes in circumstances. Actions from previous year's audits are also reviewed to ensure they are relevant to the service area to which they have been assigned.
- The action tracker has been reviewed and updated to reflect the senior management restructure and the change in Directorates.
- High rated actions are being given priority and are reviewed monthly by the Council's Finance Board, DLTs' and will be reviewed quarterly by CLT Assurance meetings.
- Progress is being made on closing actions on the tracker. Evidence of actions completed is obtained and quality assured by the Internal Audit Manager, and, retained for use in follow up audits.
- Officers have strengthened the arrangements for monitoring and verifying completion of audit actions through monthly DLT meetings. This will also continue in the quarterly CLT Assurance meetings.

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

Utilising existing IT systems for the contract register – implementation on Agresso is likely to be scheduled for July 2023.

The training programme on the council's contract procedure rules continues and reflects the revised rules approved by Council in November, a further course took place in April, 110 staff have been trained to date.

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.

Further key development activities

1. Implement the contracts register on the council's finance system – by July 2023 (slight delay due to onboarding of managed service provider).
2. Develop a framework to ensure there is a co-ordinated and consistent approach to contract management. This is being done with the contract management pioneer programme– from January 2023.
3. Process mapping procurement - focus is on governance to provide the council with external validation on its processes and to make recommendations on improvements which are being implemented – From April 2023.
4. Establishment of Contract Management Assurance Board to drive best practice in contract management. As part of this process, the contract register steering group will be disbanded and the project ended as the project has met its aims and objectives. A lessons learned review was undertaken in April 2023.
5. Ensure KPI's are meaningful and monitored effectively – from January 2023.
6. Programme of continuous contracts register reviews to ensure the council is getting the best value for money – from September 2023 and six monthly thereafter.
7. Implement the actions in the procurement and contract management strategy that have not yet been undertaken, throughout the 2023/24 financial year.
8. Report went to February Overview & Scrutiny Committee on the Contracts T&F Group recommending improvements to contract management. Recommendations also reported to Cabinet on 27 February.

The ICT & Digital Team Strategy and Plan

1. Following the approval of the ICT & Digital strategy by Cabinet on the 20th March the ICT & Digital Team has been focusing on establishing priorities for work, based on the three themes within the refreshed approach.
2. The required uplift in the approach to IT service management (how we provide service to staff) is initially focused on three areas. They are; incident management, asset management, and the process for managing starters/movers/leavers. As well as writing up and implementing standard operating procedures (SOPs), we will check they are effective internal audit testing before 31st March 2024.
3. Through detailed discussions with other teams and departments we have achieved greater clarity around what should sit where in terms of the control of data. The proposal breaks down as follows:
 - a) Council departments: Data entry and operational reporting
 - b) ICT&D: Data management, quality monitoring and central data platforms
 - c) Data & Insights Team: Research, insights and analytics to inform decision making
4. Although resource remains limited in this area as we attempt to recruit, the third theme around digital engagement is being progressed through the work of Craig Williams who is seeking to identify quick wins.

Current activity and next steps

1. Review of the governance and effectiveness of ICT platforms that support both Adults and Childrens Services is nearly complete. The work has taken longer than expected but a proposal for a sustainable way forward will be completed before the end of May. Interim steps have been taken to provide a more robust service until the new approach is fully implemented.
2. The modernisation work undertaken over the past year has highlighted additional areas that need to be added to the ICT portfolio. The ICT&D SLT will be undertaking a refreshed planning exercise on 30th May that will seek to develop a comprehensive roadmap of activities and the interdependencies between them.
3. Three standard operating procedures (SOPs) are being developed to start bringing more consistency and control into the way IT services are provided by the team to council staff. As well as improving customer service, the three areas should address a number of weaknesses picked up in previous internal audits.
4. New elected members have now been provided with a new, business class laptop that will be their core device for their 4 year term. The setup has been built specifically for members and will be developed further over the coming months to make the user experience as simple and intuitive as possible.

1. Leadership Workshop (CLT) delivered on Tuesday 2nd May 2023. The Team identified a number of priority actions to drive changes in behaviours across the organisation from clear and measurable objective setting, to smarter working practices. These actions are to be incorporated into Cultural Change programme of work.
2. Further workshop to be planned with Leadership team (CLT) to monitor progress of prioritised actions and to establish key themes from the staff survey.
3. Post election, Members and cabinet development programme to be rolled out.
4. Joint working across services to review and prioritise “Quick wins” identified to help the organisation utilise tools more effectively and evolve the workforce into a learning organisation are being developed.
5. To manage the accountability of tasks across the organisation schemes of delegated authority and points of escalation are being reviewed.
6. We have improved the tracking of culture change recommendations from Gavin Jones, and ensuring these are effective linked this into workstreams for delivery.
7. Baseline measures to monitor current environment established. Together with the staff survey this will provide empirical data of the current culture at SBC. This will help track the impact of changes delivered.

RTB (proposed) & IRB Calendar

Jan-23					Feb-23					Mar-23					Apr-23					May-23					Jun-23				
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
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2	3	4	5	6	6	7	8	9	10	6	7	8	9	10	3	4	5	6	7	8	9	10	11	12	5	6	7	8	9
9	10	11	12	13	13	14	15	16	17	13	14	15	16	17	10	11	12	13	14	15	16	17	18	19	12	13	14	15	16
16	17	18	19	20	20	21	22	23	24	20	21	22	23	24	17	18	19	20	21	22	23	24	25	26	19	20	21	22	23
23	24	25	26	27	27	28				27	28	29	30	31	24	25	26	27	28	29	30	31			26	27	28	29	30
30	31																												

Jul-23					Aug-23					Sep-23					Oct-23					Nov-23					Dec-23				
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
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3	4	5	6	7	7	8	9	10	11	4	5	6	7	8	2	3	4	5	6	6	7	8	9	10	4	5	6	7	8
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31															30	31													

IRB & RTB Updates / Papers due	12:00pm to Strategy & Transformation
Publish final papers for RTB	Transformation Team to distribute
Publish final papers for IRB	9:00am to IRB Administration
IRB Papers due for CLT	9:00am to CLT Administration
Recovery and Transformation Board	Monthly, usually the 3rd Wednesday
Improvement & Recovery Board	Monthly, usually the 4th Thursday
CLT to pre-approve IRB papers	Wed before IRB (RTB approves after May)

Forward Plan

Function	CLT Member	Cabinet Member	Initiative / Description	May (25/05)	Jun (22/06)	Jul (22/07)	Aug (24/08)	Sep (28/09)	Oct (26/10)
Finance	Adele Taylor	TBD	2023/24 Budget Deliverability				Deep Dive		
Strategy & Innovation	Sarah Hayward	TBD	Streamlined Recruitment Process		Update				
Strategy & Innovation	Sarah Hayward	TBD	Operating Model						
Finance	Adele Taylor	TBD	Revenue and Benefits						
Strategy & Innovation	Sarah Hayward	TBD	Culture Change Programme			Deep Dive			
Democratic Services	Stephen Taylor	TBD	Scrutiny						
Finance	Adele Taylor	TBD	Internal Audit	Deep Dive					
Finance / Democratic Services	Adele Taylor / Sarah Wilson	TBD	Subsidiary Company Oversight	Deep Dive					
Democratic Services	Stephen Taylor	TBD	Democratic Governance		Deep Dive				
Strategy & Improvement	Sarah Hayward	TBD	Information Technology			Deep Dive			
Finance	Adele Taylor	TBD	Procurement and Contract Management						
Chief Exec	Stephen Brown	TBD	Senior Officer Structure and Recruitment						
Children's	Sue Butcher	TBD	SCF Business Plan SCF Improvement Plan DfE / SEND Response	Deep Dive					

Any Other Business?



Strategy and Improvement

Improvement and Recovery Board Appendices

Contents

- Previous IRB Decisions Taken
- Key Service Updates

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	

Complaints

1. Recommendations resulting from the Task and Finish Group - Complaints Handling progressing. Draft for 2 stage Complaints Process and webpage - end of May.
2. Q4 complaint report – to be completed by end of May.
3. Annual complaints report will be developed following receipt of the Local Government & Social Care Ombudsman (LGSCO) annual report – expected July. Annual report will then be tabled for CLT Assurance Board and Audit and Governance committee.
4. Bespoke weekly complaints reports detailing all outstanding casework per service continue to be issued to AD's requesting action to close outstanding casework. Services continue to use these reports effectively with a notable improvement on the reduction of outstanding complaints for some services.
5. 13% decrease in complaint numbers year on year for the month of April.
6. The average number of days taken to resolve complaints has improved over the past year. Q1 currently showing 6.4 working days compared to 25.5 from the same quarter last year.
7. Service quality check meetings continue to take place quarterly - with the last suite of meetings completed in April. The meetings focus on identifying service improvements which can be used to improve service.

1. Building capacity into the team - successful appointment of an experienced interim Recruitment Lead and a permanent Recruitment Coordinator.
2. Complete review of the Agency supply chain – to ensure fit for purpose.
3. Conducting a review of all advertising streams for our permanent position adverts. End goal to reach target audiences through optimisation and be in control of the adverts and pricing.
4. Initial review of the recruitment process has been completed and bottlenecks and blockers have been identified. Proposals being considered for changes.
5. Project for an Applicant Tracking System to assist with streamlined process and to ensure a positive candidate experience has commenced.