

Strategy and Improvement

Improvement and Recovery Board

Progress Report - consolidated
June – July – August 2023

Report Owner: Sarah Hayward, ED Strategy and Improvement
Report Author: Strategy and Improvement Team

CONFIDENTIAL

Contents

Section One - Administration.

- Welcome, Introductions & Declaration of Interests. Lead Commissioner.
- Open and Closing Actions. Lead Commissioner / Secretariat.

Section Two - Headlines.

- Headline Commentary. Leader.
- Recovery Combined 'Plan on a Page'. Leader / CEX.
- Directions Progress Summary. Leader / CEX.

Section Three - Directions Summary.

- Avoidance of Poor Governance or Financial Mismanagement & Financial Update (2 & 3a). S151 Officer.
- Asset Disposal Summary (3a). S151 Officer / AD Property & Housing.
- Democratic Governance and Scrutiny Action Plans (3b & 3c). Monitoring Officer.
- Internal Audit Action Plan (3d). S151 Officer.
- Procurement and Contract Management Action Plan (3e). S151 Officer.
- Information Technology Action Plans (3f). ED Strategy & Improvement.
- Culture Change (5). ED Strategy & Improvement.
- Subsidiary Company Review (6). S151 Officer.
- Better Data and Insight for Evidence Based Decision Making (7). CEX.

Section Four - Close.

- Future Meetings, incl. Forward Plan. ED Strategy & Improvement.
- Any other Business. Leader / CEX.



Headline Commentary - June

1. Public consultation has opened on a refresh of the Corporate Plan following approval at Cabinet – the draft has been informed by a new evidence base.
2. Commencement of action against culture change with the theme of a new start - key messages shared at staff roadshow on 27 June.
3. Centre for Governance and Scrutiny facilitated a session with new Scrutiny Committee and officers to plan work programme and task and finish groups.
4. Staff Survey results were received on 23 June, and we are currently working with the provider to understand their analysis - communicate with staff, commissioners and members will follow shortly.
5. Senior level restructure is progressing broadly against plan with latest communication on process issued 21 June.
6. CLT has started to take forward the intervention exit strategy thinking with a view to develop conversations with Commissioners in July.
7. DfE have indicated they will be issuing a statutory Direction in respect of SEND. At the time of going to press wording / details are not available.

1. As a result of our progress and plans, by the autumn of 2023 we will be on track to have;
 - Launched our new senior management structure including a reduction in the number of Directorates (and therefore Executive Directors) from 6 to 5.
 - Adopted a refresh of the Corporate Plan, following public consultation.
 - Further embedded changes as a result of the action plans in place for governance and scrutiny.
 - Made significant progress against specific legacy challenges identified in the Financial Action Plan as well as putting shape to our medium-term financial strategy.
 - Moved ahead with our plans to improve core corporate functions including ICT, Customer Services and HR.
 - Continued the Programme of Culture Change and ways of working to focus on the resident and best value.
2. Demand for Transformation resources continues to grow. Prioritisation will be key.
3. Complaints performance has improved compared to the previous year with a response time of 16 days average, down from 48.9 days Q4 of 2021/22. These are a result of;
 - Weekly overdue case report shared via Ads. Bespoke outstanding case reports to key areas sent on a weekly basis.
 - Remedial actions put in place as a result of complaint learning e.g. amendment to auto acknowledgements – updates to website.
 - Scheduled attendance to departmental meeting to discuss complaint handling.
 - Quarterly quality checks carried out on logged complaints to ensure consistency and accuracy.

1. Careful planning / prioritisation is required for upcoming deep-dives, scrutiny, task & finish groups to ensure the available Officer time is focussed where it can add most value.
 - In our enthusiasm to maintain pace, some parts of the organisation have indicated potential conflicting priorities and overload.
 - This is particularly key as we deliver the new organisational structure.
2. Demand for Transformation support continues to exceed supply (against what the original Recovery Business Case can support).
 - Consideration and prioritisation will take place through the Transformation Board.
 - It is seen as a positive sign, as Officers consider where and how Project Management support can accelerate progress.
3. The Senior level restructure consultation has been launched and is on time for approval at the September Full Council.

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)
 ◆ 2023/24 Budget Update & Approval (Mar-23)
 ◆ 2018/19 Accounts Audit Complete (Mar-23)
 ◆ 2019/20 Statement of Account Complete (Oct-23)
 ◆ 2024/25 Draft/update Budget (Nov-23)
 ◆ Financial Settlement (Jan-24)
 ◆ 2020/21 Statement of account (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)
 ◆ Mgmt. Framework (Feb-23)
 ◆ KPI's Monitoring (Feb-23)
 ◆ Procurement process mapping (Mar-23)
 ◆ Contracts Register on Finance System (Sep-23)
 ◆ Six-Monthly Register Reviews Start (Oct-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)
 ◆ DISH Review (Jun-23)
 ◆ Undertake and Implement Recommendations for Governance Reviews (Jul-23 to Jan-24)
 ◆ 2023/24 Receipts forecast £7.5m (Sep-23)
 ◆ 2023/24 Receipts forecast £7.5m (Nov-23)
 Exit from GRE5 & SUR 2024/25 (Jan-24)

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) (Feb-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 Jun-23)
 Deliver Member Development Programme (Apr-23 to Sep-23)
 ◆ Present Reports on T&F Groups linked to Recovery (Mar-23)
 ◆ Implement new Scrutiny Structure, delivery training and finalise annual work programme (Jun-23)
 ◆ Post-Election Member Survey (Oct-23)
 Shadow O & S Arrangements (Mar-23 to Jun-23)

Internal Audit

◆ First Tranche of IA Recruitment Complete (Feb-23)
 ◆ Finance Board Update on IA way forward (Mar-23)
 ◆ 2023/24 Audit Plan available (Mar-23)
 ◆ Candidate appointed to Internal auditor role (Jun-23)
 Transition RSM to In-House Team (Jun-23 to Sep-23)
 ◆ Present revised 2023/24 Audit Plan at Audit and Corporate Governance Committee (Jul-23)
 Review against PSIAS Standards (Jan-24)

ICT & Digital

Corporate Telephony (Feb-23)
 ◆ Updated ICT Strategy (Mar-23)
 ◆ Security and Resilience, incl. DR Improvements (Apr-23)
 ◆ Service Management Customer Portal Go-Live (Mar-23)
 ◆ Data-Centre Relocation Completes (Jun-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)
 ◆ Staff Survey (Nov-23)
 ◆ Improved PM (Mar-23)
 ◆ Staff Survey (Apr-23)
 ◆ Q'ly Perf Rep (Jun-23)
 ◆ Q'ly Perf Rep (Oct-23)

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	Alistair Rush & Hitesh Jolapara	Leader / Cabinet Member for Financial Oversight & Council Assets	Continuous		=	10/08 Action plan overview discussed with Commissioner and Lead Member. Paper will go to cabinet in September 09/06 Agreed with new Commissioner that the action plan will be considered at August Finance Board to go to Cabinet in September. This reflects change in Commissioner and wanting to involve them in the development of the combined plan.
3a	Financial Sustainability Action Plan	Adele Taylor	Alistair Rush & Hitesh Jolapara	Leader / Cabinet Member for Financial Oversight & Council Assets	31-Mar-29		=	10/08 & 14/07 - Outturn was deferred until September by Commissioner 09/06 – Outturn for 22/23 being finalised with Cabinet paper due in July cabinet. MTFP and underlying assumptions will be refreshed with outturn data and a new MTFP model built during June / July. Will review progress at August finance board. 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		=	11/07 - Deep dive commentary and materials shared with the appropriate groups and feedback has been taken onboard. The annual governance statement has been produced in first draft. The launch of the Governance leadership learning has been successful with good attendance and engagement as of the 4th of July. 16/06 – Phase 2a of the Democratic Governance Action plan can be completed with the successful delivery of the election and all the preparatory work for it including; a review of the constitution and development of an enhanced member development programme. Phase 2b continues as planned and Phase 3 can get underway – the scheduled ‘deep dive’ at IRB on 29th June will provide further detail at this checkpoint.

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>11/07 - Work is ongoing to improve the scrutiny function as a whole and support members. Discussion around the recruitment of a permanent Scrutiny officer are underway.</p> <p>16/06 - Induction of the new Corporate Improvement Scrutiny Committee is well underway, following the full adoption of the revised constitution at the AGM in May 2023 including the new O&S structure and procedure rules. The Centre for Governance and Scrutiny are working alongside the Statutory Scrutiny Officer and Democratic Services Team to emphasise the criticality of this function and to upskill the Chair and committee, the majority of whom are new Councillors.</p>
3d	Internal Audit Action Plan	Adele Taylor	Tariq Monsour	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23		=	<p>01/08 - The revised annual Internal Audit Plan for 2023/24 and the Internal Audit Charter were approved by the Audit and Corporate Governance Committee on 19 July 2023. 10/07 - We have introduced a KPI of 0% for all high priority audit actions raised in 21/22 and 0% with a tolerance of 10% for all high priority actions raised in 22/23. For 23/24, audit actions to be closed after 30 days from the assigned implementation date. 09/06 - Continued monitoring of actions through DLT. Audit and Governance committee training on 07/06 covered their oversight role and at the July committee they will consider the first report on the progress around internal audit actions.</p>
3e	Procurement and Contract Management Action Plan	Adele Taylor	Clare Priest	Lead Member for Financial Oversight, Council Assets, Procurement and Revenues & Benefits	12-Jan-23		=	<p>31/07 - Improvement plan to implement recommendations from process mapping exercise is live. Work to develop a contract management framework has commenced. Recruitment has been partially successful, contract management support lead and procurement officer onboarded on 10th July. A further round of recruitment for procurement category managers has commenced. Social value pilot underway and work with SME's has commenced, working with the economic development team on an event in October.</p>

Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23		▲	<p>08/08 - The delays to the implementation of the new wide area network (SD-WAN) mean that the data centre implementation is now provisionally scheduled for the end of October. There have been new starters to support ICT procurements, strengthen our networks team, and provide resource for building the next generation of devices. A site visit has taken place to begin the proof-of-concept of new hybrid meeting room technology. Deep dive with CEO and Commissioners has provided clarity around the balance of risk vs pace in progressing technology improvements.</p> <p>12/07 – The rollout of the new telephony platform has been completed. The challenges of implementing modern technology solutions over the top of back-office infrastructure going through major change were significant. The same issue has caused a delay in the delivery of a standard, business class laptop solution, and this work is being reset with additional resource to overcome the current blocks. Recruitment of 2 senior posts has been successful which will mean the ICT management team will be at full strength for the first time in 16 months.</p>
3g	Suitable Officer Structure and Scheme of Delegation	Stephen Brown	Sarah Wilson (MO)	Leader	01-Oct-22		=	Please see direction 8.
4	Improvement Plan Monthly Reporting	Sarah Hayward	Tony Wisken	Leader	01-Sep-23		=	<p>11/08 - In readiness for the departure of Tony Wisken (13/08) the reporting process has now been embedded in the team and appropriate snr officer ownership going forward has been established. Handover is taking place.</p> <p>13/06 - Further discussion with RTB and Commissioners required to ascertain if changes to reporting styles / content / timing are needed.</p>
5	Culture Change	Stephen Brown	Sarah Hayward	Leader	31-Dec-23		▲	<p>18/08 - Next CLT workshop now been targetted for September with external facilitation being lined up. Refresh of headline plans progressing well.</p> <p>13/07 - The next Culture Change CLT Workshop is being schedule for August. Workstream leads have been tasked with refreshing their headlines plans now that we have reached the mid-year point. The next deep-dive will aim to demonstrate the good work that has been achieved on Culture that perhaps is not currently being recognised, incl. with Commissioners.</p>

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	Pat Hayes	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23			<p>13/07 - Following progress made to date and the remaining actions largely with Property, ownership is now with Pat Hayes.</p> <p>04/07 SCF Business and Improvement Plan recommended for approval on an interim basis at July cabinet. Plans in process to appoint a new Chair for SCF Board as well as new SCF Director of Finance.</p> <p>19/05 - Subsidiary Company Review is tracking to plan.</p>
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23			<p>16/06 - New evidence base created to inform refresh of Corporate Plan. New Data Strategy being developed for July. Options paper and business case with proposals to enhance data and insight</p> <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>
SEND	DfE Issued SEND Direction (wording TBC)	Sue Butcher	Len Brazier	Cabinet Member for Education, Children's Services, Lifelong Skills and Governance	TBC			<p>11/08 - SEND Direction wording has now been received. DfE has acknowledged the progress that has been made. Plans / response are in development.</p>

Six themes – update:

- Cabinet report discussed with Lead member for finance and outline with Commissioner
- Will be circulated in draft form (cover report and action plan appendix w/c 14/08)
- Significant activity this month against the 6 themes:
 1. Getting the basics right: Meeting with external audit to agree next steps in terms of getting SOA produced and audited with newly released statutory deadlines.
 2. Governance and Decision making: Significant number of key finance reports in September. First Qtr1 monitor and outturn.
 3. Financial culture and awareness: Preparation for next round of financial training (Sept with CFGS) and audit committee. Finance and commercial vision.
 4. Medium term financial planning: CD model updated with outturn information and now working on MTFS update model.
 5. Transformation and Automation: Focus on the improvement work in Revs & Bens and meeting with DWP.
- Deep Dive Projects: 3 specific Income and Debt related projects identified that expect to impact (positively) on the in-year financial position as well as financial sustainability going forwards. One is part of a broader piece of work around TA, (Commercial property, HB overpayments/other TA spend reduction, social care income).

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

- Secure the approvals necessary to move forward with transactions
- Complete July auction sales and continue to identify further sites for auction.
- Continue the Estate Strategy work to identify further disposal opportunities and to help clarify the size of the retained portfolio, moving forward. Stakeholder Engagement sessions are near completion.
- Finalise reports for September Cabinet:
 - Estate Strategy Update – Agreement of Guiding Principles
 - Observatory House Business Case – Agreement of Strategic Business Case
 - Asset Disposal Programme – Agreement of an updated Disposal Strategy
 - Completion of Cabinet report to recommend improvements of current
- Review reporting on the Asset Disposal Programme.
- Clarify the status of HRA assets and the ability to appropriate to the General Fund.

Further to IRB's agreement of the next steps for Democratic Governance and ongoing discussions with commissioner Ged Curran, the detailed weekly breakdown of actions over the next six months is in development, to support a detailed discussion with Ged at a meeting with the Monitoring Officer on 7 September.

Next Steps Summary:

1. Deliver further Slough-specific training on working in a political environment, as part of refreshed L&D offer for senior leaders and managers.
2. More work is needed to further improve timeliness of all stages of cabinet report process including early engagement with stakeholders, clearance and sign-off.
3. Review of management and senior officer development programme is underway led by HR – ensure governance learning elements are included.
4. Reformulate 'policy statement on Corporate Governance' into a more standard 'Code of Governance' statement for the public website.
5. Recruitment of permanent Monitoring Officer and succession planning as part of senior officer restructure (phase 3).
6. Next Member Survey due October 2023 to provide a baseline with the new council.
7. Development and implementation of a longer-term strategic planning and delivery cycle linked to the four-year municipal cycle is well underway.
8. Various other actions as per 'deep dive' presented to IRB.

The new committee's second meeting took place in July; a draft work programme was presented which had been facilitated by the Centre for Governance and Scrutiny following training and a whole-committee workshop.

The committee acted on the advice of commissioner Ged Curran to 'note' this work programme while the next iteration is designed for September's meeting, increasing the committee's focus on improvement and recovery, value-add and evidence-based triangulation of 'what good looks like'.

While this work is underway, a task and finish group was launched to review the status of Adult Social Care and readiness for the new CQC inspection regime, seeking to identify potential areas for improvement of that service area.

Members also conducted a whole-committee scrutiny session on the topic of the asset disposals programme. The committee voted to request better quality materials from cabinet and officers in future.

Next Steps Summary:

1. The second iteration of the new committee's first work programme is in urgent development for September 26 meeting.
2. The scrutiny officer advert has closed and interviews are scheduled following proactive agency-assisted search for candidates.
3. Scrutiny chair now has an LGA mentor assigned. Additional support and training for the Chair and whole committee continues to be a priority.
4. Implementation of a system of pre-meetings with facilitated identification of key lines of inquiry for significant items continues – each month additional elements are introduced for the Chair and committee (this month the first 'pre-agenda' meeting will be held).
5. Detailed scoping and research for the Adult Social Care Improvements Task & Finish Group
6. Various other actions in the medium and long term as per 'deep dive' presented to IRB.

- **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, Senior Internal Auditor since 11th April 2023 & two Internal Auditors since 1st June 2023 and 19th June 2023, respectively.

21/22 internal audits:

- Actions completed as at end of June number 192 or 59% of the total due with 1 action not yet due. A concerted effort is being made by CLT to close the remaining 133 actions or 41% that are overdue.

22/23 internal audits:

- 20 reports have been finalised and a further 7 reports are in draft and being responded to by management. 220 actions have been raised for 2022/23 from these reports. As of 3rd July 2023, 61 actions or 28% are overdue and 51 or 23% complete. 48 or 27% are awaiting management responses (actions owners and implementation dates).

23/24 Internal Audit Plan

- An Audit Plan was approved by the Audit and Corporate Governance Committee on 14 March 2023. The revised plan has been reviewed and updated by in-house Head of Internal Audit in Q1 2023/24 and will be presented to Audit and Risk Committee for approval on 19 July 2023.
- Reports on progress of implementing recommendations are made to the Audit and Corporate Governance Committee, Finance Board and CLT Assurance meetings.

1. 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.
2. The action tracker has been reviewed and updated to reflect the senior management restructure and the change in Directorates.
3. 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.
4. 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.
5. 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.

- We have introduced a KPI of 0% for all high priority audit actions raised in 21/22.
- We have also introduced a KPI of 0% with a tolerance of 10% for all high priority audit actions raised in 22/23.
- For 23/24, audit actions to be closed within 30 days from the assigned/agreed implementation date.

1. 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. Meetings held with Executive Directors and their management teams to review throughout July which has informed the forward plan update report for September cabinet
2. Utilising existing IT systems for the contract register – options for the implementation on Agresso commenced in July 2023 and will interface with the work of the newly established user group. A phased approach to implementation is recommended to ensure that implementation of the register and transactional features are carefully applied.
3. The training programme on the council's contract procedure rules continues and reflects the revised rules approved by Council in November, 120 staff have been trained to date. Further date scheduled in September.
4. Continue to build a permanent in-house team. Contract management support lead and procurement officer onboarded on 10 July. Further round of recruitment in place for procurement category managers, working with HR colleagues to find creative ways to attract candidates which has had a wide reach.

Further key development activities

1. Implement the contracts register on the council's finance system – by July 2023 (work has commenced)
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. Develop a commercial strategy to replace the procurement and contract management strategy and implement actions throughout the 2023/24 financial year.
8. Pilot a social value policy and engage with SME's- from August 2023
9. 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.

Current activity and next steps

1. AD CDIO has written to the EDs for Children and Adults to propose a way forward with stabilising and improving the management of systems and data across the two directorates. ICT&D will seek to collaborate on a business case to move things forward.
2. ED for Strategy and Improvement, and AD CDIO met with Commissioners for the planned deep-dive in July. The update for Cabinet around the progress of ICT&D modernisation works has now been scheduled for November due to volume of activity over the coming couple of months.
3. The ICT&D team are finalising new processes and have now engaged with internal audit ahead of the formal review of the asset management processes in October.
4. The planning for the new wide area network will be completed over the coming weeks.
5. Following discussions with the Executive Director of Finance and Commercial (S151), and the ED for Strategy and Improvement, the AD CDIO will be writing up the issue around a lack of resource in departments and in ICT&D to properly support key platforms.
6. The new ICT category procurement specialist has started and will now be progressing work on contracts linked to disaster recovery capability and backup solutions.

1. Next series of Leadership Workshops (CLT) being planned. The next workshop to focus on the Action Plan to address issues raised within the staff survey, definition of what the new SBC values and behaviours will be across the organisation, and the development of clear and measurable objective setting to smarter working practices. These actions are to be incorporated into Cultural Change Programme of work.
2. We are seeking to involve the LGA in facilitating the CLT workshop, and to support an Executive 360 to establish areas for development
3. The staff survey has been completed and the data is being analysed to identify a number of key initiatives to feed into the Culture Change Programme and an Action Plan to address the concerns.
4. Members and cabinet development programme being rolled out.
5. Number of quick wins being rolled out from web browser pages landing on Insite to joint working with ICT to roll out bitesize refresher training across workforce to support smarter ways of working and utilising tools effectively.
6. We are progressing on the HR Improvements to support the end to end recruitment, induction, workforce development, and talent management structures to be put into place.
7. Workstream leads are in the process of a mid-year refresh of their workstream plans, developing the roadmap of milestones to be achieved through to the end of the year.

The refreshed Corporate Plan is based on need identified in the latest available evidence with an overarching purpose to address the gap in healthy life expectancy between Slough and other areas, starting with children.

We have reset the Corporate Performance Report with 59 key performance indicators to track progress against achievement of the strategic objectives and the latest report is attached with the papers for the IRB agenda.

We are reinstating public reporting of performance starting with October Cabinet. The key performance indicators will be adjusted to take account of comments and any changes to ensure they are the most appropriate measures of delivery. A number of these are currently red and we are transparent in the fact that this evidences the work that needs to be done to improve performance.

A project has been established to review options for greater use of technology to enable automation of reports so that current resource capacity can be refocussed on data and insight and performance management as opposed to performance monitoring.

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
2 3 4 5 6	1 2 3	1 2 3	3 4 5 6 7	1 2 3 4 5	1 2
9 10 11 12 13	6 7 8 9 10	6 7 8 9 10	10 11 12 13 14	8 9 10 11 12	5 6 7 8 9
16 17 18 19 20	13 14 15 16 17	13 14 15 16 17	17 18 19 20 21	15 16 17 18 19	12 13 14 15 16
23 24 25 26 27	20 21 22 23 24	20 21 22 23 24	24 25 26 27 28	22 23 24 25 26	19 20 21 22 23
30 31	27 28	27 28 29 30 31		29 30 31	26 27 28 29 30

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
3 4 5 6 7	1 2 3 4	4 5 6 7 8	2 3 4 5 6	1 2 3	1
10 11 12 13 14	7 8 9 10 11	11 12 13 14 15	9 10 11 12 13	6 7 8 9 10	4 5 6 7 8
17 18 19 20 21	14 15 16 17 18	18 19 20 21 22	16 17 18 19 20	13 14 15 16 17	11 12 13 14 15
24 25 26 27 28	21 22 23 24 25	25 26 27 28 29	23 24 25 26 27	20 21 22 23 24	18 19 20 21 22
31	28 29 30 31		30 31	27 28 29 30	25 26 27 28 29

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

Improvement & Recovery Board - Forward Plan

Function	CLT Member	Cabinet Member	Initiative / Description	Jul (27/07)	Aug (24/08)	Sep (28/09)	Oct (26/10)	Nov (23/11)	Jan (TBC)
Democratic Services	Stephen Taylor	Dexter Smith	Direction 3b: Democratic Governance Action Plan	Direction 3b (Review & Exit Strategy)					
Democratic Services	Stephen Taylor	Dexter Smith	Direction 3c: Scrutiny Action Plan	Direction 3c (Review & Exit Strategy)					
Finance	Adele Taylor	Wal Chahal	Direction 3e: Procurement & Contract Management Action Plan		Direction 3e (Review & Exit Strategy)				
Strategy & Improvement	Sarah Hayward	Dexter Smith	Direction 5: Culture Change Programme		Direction 5 (Review, incl. Staff Survey & Exit Strategy)				
Finance	Adele Taylor	Wal Chahal	Direction 2: Avoid Poor Governance or Financial Management			Direction 2 (Review & Exit Strategy)			
Finance	Adele Taylor	Wal Chahal	Direction 3a: Financial Sustainability Action Plan			Direction 3a (Review & Exit Strategy)			
Chief Exec	Stephen Brown	Dexter Smith	Senior Officer Restructure			Restructure Update			
Property and Housing	Pat Hayes	Wal Chahal	Direction 6: Subsidiary Company Review				Direction 6 (Review & Exit Strategy)		
Strategy & Improvement	Sarah Hayward	Dexter Smith	Direction 3f: Information Technology Action Plan				Direction 3f (Review & Exit Strategy)		
Children's	Sue Butcher	Paul Kelly	DfE / SEND Response				SEND Update		
Finance	Adele Taylor	Wal Chahal	Direction 3d: Internal Audit Action Plan					Direction 3d (Review & Exit Strategy)	
Strategy & Improvement	Sarah Hayward	Dexter Smith	Direction 7: Evidence Based Decision Making					Direction 7 (Review & Exit Strategy)	
Strategy & Improvement	Sarah Hayward	Chandra Muvvala	Customer Services Improvement (Channel shift / call & complaints reduction)					Customer Services Update	
Strategy & Improvement	Sarah Hayward	Dexter Smith	Direction 4: Improvement Plan Monthly Reporting						Direction 4 (Post Dec Letter Review)

Note, this forward plan was tabled at the previous meeting. It will be updated pending the outcome of the Commissioner / Officer meeting on the 23rd Sep.

