

| REF (CISCREC) | Committee Date | Agenda Item | Detail of recommendation:                                                                                                                                                                                                                                                             | Letter To Chair / Portfolio Holder | Copy to Relevant Director / Snr Officer | Cabinet Date | Response received to date | Date of Response | Response Detail                                                                                                                                                                                                                                                                                                                                      | Accepted?: Y/ N/ P[ARTIAL] | Notes |
|---------------|----------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------|--------------|---------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------|
| 0.01          | 31-Jan-23      | 5           | Ensure that SBC is appropriately considering the risks to children and families when commissioning and designing services to target mental health, domestic abuse and substance misuse.                                                                                               |                                    |                                         | 27-Feb-23    | Y                         |                  | Jane Senior Public Health Domestic Abuse Strategic Group meets Quarterly to put in place the agreed strategy and review local arrangements. There is a dedicated DA coordinator.                                                                                                                                                                     | Y                          |       |
| 0.02          | 31-Jan-23      | 5           | Ensure SBC's education service is appropriately supporting the private, voluntary and independent early years workforce to develop their skills in supporting vulnerable children and families.                                                                                       |                                    |                                         | 27-Feb-23    |                           |                  | Neil                                                                                                                                                                                                                                                                                                                                                 | Y                          |       |
| 0.03          | 31-Jan-23      | 5           | SBC education services to work with schools to reduce prevalence of children missing education, inappropriate home schooling and exclusions and off[1]rolling.                                                                                                                        |                                    |                                         | 27-Feb-23    |                           |                  | Neil                                                                                                                                                                                                                                                                                                                                                 | Y                          |       |
| 0.04          | 31-Jan-23      | 5           | SBC to review its capacity and resources for joint commissioning of services with health.                                                                                                                                                                                             |                                    |                                         | 27-Feb-23    | Y                         |                  | Jane Senior Public Health / SCF has a dedicated procurement and commissioning manager who is in the process of reviewing all of the processes and QA processes for SCF commissioning arrangements. There are agreed processes in place to agree shared funding through the IRAP panel which the ICB is a member of                                   | Y                          |       |
| 0.05          | 31-Jan-23      | 5           | All council departments to consider and assess the impact of their work on children and families within Slough.                                                                                                                                                                       |                                    |                                         | 27-Feb-23    | Y                         |                  | SCF consider impact on children within all strategies and are engaging with Participation People to strengthen co-production with children and young people. Council recently adopted protected characteristic of 'care leaver' so all new strategies are expected to address 'impact as Corporate Parents' in their design and impact.              | Y                          |       |
| 0.06          | 31-Jan-23      | 5           | SCF Retention strategies need to focus on non-pay elements. The business case for retention packages is not supported by the evidence presented to the group.                                                                                                                         |                                    |                                         | 27-Feb-23    | Y                         |                  | Retention package was not progressed. Focus on career development frameworks and wellbeing of staff has been progressed.                                                                                                                                                                                                                             | Y                          |       |
| 0.07          | 31-Jan-23      | 5           | SCF strategies need to have a greater focus on impact on the child and family and creating stability for children and families. The Edge of Care Team business case should be supported, however the Family Hubs should be considered on a wider multi-agency partnership basis.      |                                    |                                         | 27-Feb-23    | Y                         |                  | Sufficiency Strategy has clear impact focus and intention. Participation Strategy sets our clear ambition for engagement and co-production. These are examples of the revised approach, Business and Improvement Plan sets out clear vision and objective with clear focus on impact for children and their families                                 | Y                          |       |
| 0.08          | 31-Jan-23      | 5           | Ensure managers have access to good quality management data that supports them to make decisions on caseloads that take account of the context and skills of the team. This should include those on child protection plan and not just children who are looked after.                 |                                    |                                         | 27-Feb-23    | Y                         |                  | SCF managers have access to data systems to support                                                                                                                                                                                                                                                                                                  | Y                          |       |
| 0.09          | 31-Jan-23      | 5           | Utilise Slough's diverse population as a positive and avoid focus on Slough being similar to London boroughs, complexity of casework and negativity of the Ofsted rating. Many social workers see the cohort of children and families as a key opportunity to make a real difference. |                                    |                                         | 27-Feb-23    | Y                         |                  | The SCF Business and Improvement Plan sets out our vision for children, young people and their families in Slough. We recognise the uniqueness of Slough and whilst appreciating similarities with some London Boroughs We Are Slough                                                                                                                | Y                          |       |
| 0.1           | 31-Jan-23      | 5           | Focus constrained resources on leadership and management development and career progression opportunities for internal staff, as well as loans and payments to support staff with capital outlay.                                                                                     |                                    |                                         | 27-Feb-23    | Y                         |                  | Management development programmes are in progress, with a specific focus on HoS, with a top down focus being implemented, ready for further roll out. All roles are available to all staff to apply for and there has been a notable increase in the number of internal promotions in the last 12 months.                                            | Y                          |       |
| 0.11          | 31-Jan-23      | 5           | Ensure SCF's model of practice is appropriately strength based / restorative in approach.                                                                                                                                                                                             |                                    |                                         | 27-Feb-23    | Y                         |                  | Slough's Practice Approach is STAR<br>S = strengths based<br>T = Trauma informed<br>A - attachment understanding<br>R = Restorative<br>This anchors our practice - we are in the process of All Services and individual Service workshops where we talk about this all of the time. We also bring this through into Practice Development programmes. | Y                          |       |
| 0.12          | 31-Jan-23      | 5           | Embed hearing the voice of the child into all records and decision-making and monitor this on a qualitative basis.                                                                                                                                                                    |                                    |                                         | 27-Feb-23    | Y                         |                  | We have a Practice Improvement Programme in place with funding provided by DFE - within the programme is a strong audit programme alongside practice learning sets, service wide learning and Quality Assurance Support to strengthen our evidence                                                                                                   | Y                          |       |
| 0.13          | 31-Jan-23      | 5           | Explore opportunities for children and families to be part of delivering training and developing and influencing decision-making at a strategic level.                                                                                                                                |                                    |                                         | 27-Feb-23    | Y                         |                  | Young people have been invited to be part of interviews for strategic posts. Young people have also been invited to be part of a session at Practice Learning Week. Increased focus is being given to participation and the responsibilities of all staff. The Participation Strategy is due for sign off in the November cabinet.                   | Y                          |       |
| 0.14          | 1st Feb 2023   | 5           | Move to a 2-stage corporate complaint process with extended timescales at each of the two stages                                                                                                                                                                                      |                                    |                                         | 27-Feb-23    |                           |                  |                                                                                                                                                                                                                                                                                                                                                      | Y                          |       |
| 0.15          | 1st Feb 2023   | 5           | Introduce accessibility of different languages on the council's website reflective of the ethnic makeup of the borough, to make it easier for customers to access service and navigate information relating to service requests                                                       |                                    |                                         | 27-Feb-23    |                           |                  |                                                                                                                                                                                                                                                                                                                                                      | Y                          |       |
| 0.16          | 1st Feb 2023   | 5           | Make the online complaint page more robust                                                                                                                                                                                                                                            |                                    |                                         | 27-Feb-23    |                           |                  |                                                                                                                                                                                                                                                                                                                                                      | Y                          |       |
| 0.17          | 1st Feb 2023   | 5           | Encourage officers to use various communication methods when investigating complaints                                                                                                                                                                                                 |                                    |                                         | 27-Feb-23    |                           |                  |                                                                                                                                                                                                                                                                                                                                                      | Y                          |       |
| 0.18          | 1st Feb 2023   | 5           | Strengthen the learning and improvements captured through complaints and ensure that these are incorporated in all future complaints' report                                                                                                                                          |                                    |                                         | 27-Feb-23    |                           |                  |                                                                                                                                                                                                                                                                                                                                                      | Y                          |       |

|      |           |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |           |   |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |   |                                                                                |
|------|-----------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|-----------|---|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------|
| 0.19 | 23-Jan-23 |  | The start of the procurement process must be well managed, with clear outcomes and deliverables in the procurement specification, which include outcomes-based deliverables, gateways, monitoring, timelines, milestones and reporting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  | 27-Feb-23 | Y | October 24 2023 | The Commercial service works closely with service areas to plan timely procurement activity which is assisted by a robust forward plan, this ensures that the procurement process is well managed and tenders are scored against the outcomes and deliverables in the specification. The service ensures that comprehensive records are maintained including a register of the progress of live procurements.                                                                                                                                                                                                                                                   | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.2  | 23-Jan-23 |  | When assessing tenders for work they should be scored against the outcomes and deliverables in the specification and the results retained as evidence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  | 27-Feb-23 | Y | October 24 2023 | as above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.21 | 23-Jan-23 |  | Where authority is delegated to Officers for the award of a high value/high risk contract, this should be in consultation with the lead member. Members must be properly consulted with evidence of decisions in writing and their agreement clearly sought.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  | 27-Feb-23 | Y | October 24 2023 | The Council has updated its constitution with a list of significant officer decisions which require a formal decision report to be published. This includes contracts over the financial threshold of £180k and any decision exercised following specific delegation from Cabinet. Such record should record the consultation process and comments from the consultee. This takes place during briefings between the appropriate lead member and executive director. Where a record of the consultation is required for contract sealing purposes, an email confirming the outcome of the briefing between the lead member and executive director is requested. | Y |                                                                                |
| 0.22 | 23-Jan-23 |  | Council staff must follow a proper governance process, as set out in the updated Contract Procedure Rules, including having an effective and up to date forward procurement plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  | 27-Feb-23 | Y | October 24 2023 | The Council has an annual procurement plan agreed by Cabinet and this is updated throughout the year as required, with the last one approved at September cabinet.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.23 | 23-Jan-23 |  | Cabinet reports for procurement must set out the evidence base for a particular recommendation and have an effective options appraisal as part of the report. Consideration should be given to phasing procurement and reserving future decisions to Cabinet for high value / high impact commissioning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  | 27-Feb-23 | Y | October 24 2023 | All procurement activity that require a cabinet report, have an options appraisal, however it is important that a business case methodology is used and cabinet authority is sought at the most appropriate time during the procurement cycle. Where cabinet authority is not required, a full business case is developed which sets out case for change, the options appraisal and the cost/benefit of the proposal. In addition, the forward plan report to cabinet in April and September provides an outline of the procurement including deliverables and outcomes.                                                                                        | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.24 | 23-Jan-23 |  | Contracts on the Council's contract register must be risk assessed to identify the scale of the risk for each contract. This should be done using a standardised risk assessment matrix that considers contract value, business value and impact, sourcing and contractual complexity, and performance. This will ensure that mitigations are put in place to proactively manage risks.                                                                                                                                                                                                                                                                                                                                                                                                          |  |  | 27-Feb-23 | Y | October 24 2023 | These actions are underway as part of the development of the contract management strategy and toolkit, which will assist contract managers to appropriately contract manage high risk contracts. This is due to be in place by the end of October 2023.                                                                                                                                                                                                                                                                                                                                                                                                         | Y |                                                                                |
| 0.25 | 23-Jan-23 |  | There must be a dedicated contract manager for high-value/impact contracts identified through the risk assessment process. This officer should be appropriately trained and should have responsibility for monitoring the contract and ensuring compliance with the contractual requirements. The officer should keep records of contract meetings and should convene formal monitoring meetings as required by the contract. The officer should raise any risks with the relevant Executive Director. The officer should have access to legal and finance advice, as required, to assist with their role.                                                                                                                                                                                       |  |  | 27-Feb-23 | Y | October 24 2023 | as above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Y |                                                                                |
| 0.26 | 23-Jan-23 |  | Meaningful Key Performance Indicators must be developed for contracts and reviewed and followed up regularly at contract review meetings to ensure that any performance issues are discussed and challenged accordingly. For more significant commissioning arrangements, contract review meetings should include operational and strategic meetings with key officers in attendance. These meetings should be confidential to allow for full and frank discussion, with opportunity to agree minutes to be put in the public domain where updates are to be provided to a formal member meeting. If a contractor is invited to attend a formal Member meeting, consideration should be given to allowing this to take place in Part 2 to allow for a more detailed discussion about any issues. |  |  | 27-Feb-23 | Y | October 24 2023 | This action is underway as part of the development of the contract management framework. The council's contract management support lead is involved at the earliest stages of procurement of high risk contracts to ensure that appropriate KPI's are identified and a contract management plan is in place to monitor them. This is due to be in place by the end of March 2024.                                                                                                                                                                                                                                                                               | Y |                                                                                |
| 0.27 | 23-Jan-23 |  | A standardised framework for contracts should be implemented, which includes a contract management plan for each contract, tailored to take account of value and impact of the contract. This considers important mechanisms for the management of a contract, including roles, responsibilities and governance, dispute resolution, key performance indicators, and exit plans.                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  | 27-Feb-23 | Y | October 24 2023 | as above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Y |                                                                                |
| 0.28 | 23-Jan-23 |  | When commissioning management consultancy, consideration should be given to the payment mechanism and if this is on a time and materials basis, there should be close monitoring of the value being delivered via this arrangement and consideration of alternatives, such as recruiting in[1]house resource.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  | 27-Feb-23 | Y | October 24 2023 | Careful consideration is given to the commissioning of management consultancy and consideration of the options through development of the procurement business case that is scrutinised at procurement review board.                                                                                                                                                                                                                                                                                                                                                                                                                                            | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.29 | 23-Jan-23 |  | When commissioning services, ensure that decisions are informed by data, including benchmarking data where available, to demonstrate value for money for Slough's residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  | 27-Feb-23 | Y | October 24 2023 | This is done through improvement of business cases and cabinet reporting. Business cases are scrutinised at internal strategic boards to ensure that they meet the intended strategic aims.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | P | P indicates response suggesting that relevant mechanisms were already in place |
| 0.3  | 23-Jan-23 |  | Ensure there is an effective mechanism to review commissioning activity, including reviewing whether the arrangement delivered on the intended strategic aims and capturing any lessons learned. Regular reports should be presented to CLT and the Lead Member responsible for contract management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  | 27-Feb-23 | Y | October 24 2023 | as above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | P | P indicates response suggesting that relevant mechanisms were already in place |

