

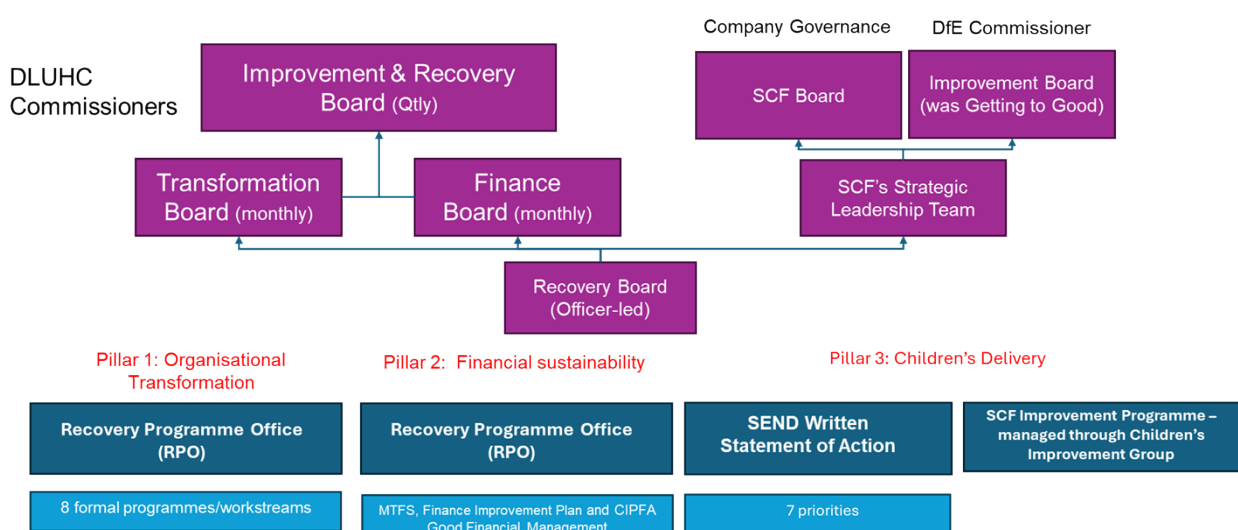
## Appendix A – Phase 2 Recovery Programme

This appendix sets out the Phase 2 Recovery Programme to inform the Cabinet decision.

The Phase 2 Recovery Plan lasts from 2024 to 2026, recognising that the council requires a further two years to demonstrate it can deliver against its Best Value Duty for the residents of Slough. The Phase 2 Plan focuses activity under three pillars:

1. Sustainable Finances,
2. Organisational Change, and
3. Robust Children’s Delivery.

### Three pillars model



These three pillars have been aligned with Commissioner-led assurance Boards, namely the Finance Board, Transformation Board, and Local Area Special Educational Needs and Disabilities Board respectively. In addition, Slough Children’s First report to the Children’s Improvement Board, which responds to Directions for children’s services.

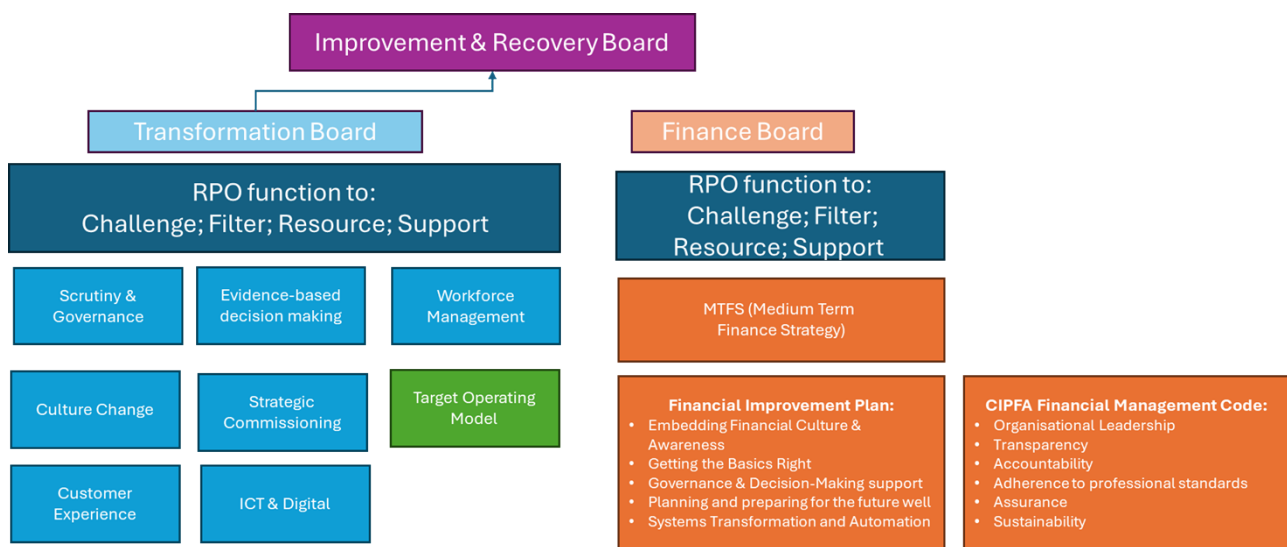
The new Transformation Board was established for Commissioners to gain assurance that the council is taking the necessary steps to change the way that it operates to deliver against the Best Value Duty. The Transformation Pillar includes seven workstreams, each with an Executive Director or Director as Senior Responsible Office. A programme dashboard is included as Appendix A to this report. The seven workstreams are:

- Culture Change
- Customer Experience
- Strategic Commissioning
- Scrutiny & Governance (Evidence-Based Decision-Making workstream has now merged into this workstream)
- ICT & Digital
- Workforce
- Target Operating Model

The Transformation Board has taken on the responsibility to assure the level and effectiveness of spend under the Transformation Fund that was approved by Full Council for the 2024/25 and 2025/26 financial years. The CLT, meeting as a monthly Recovery Board, receive business cases from senior officers, and put forward proposals for spend against the Transformation Fund. These cases are reviewed at the Transformation Board and approved or rejected.

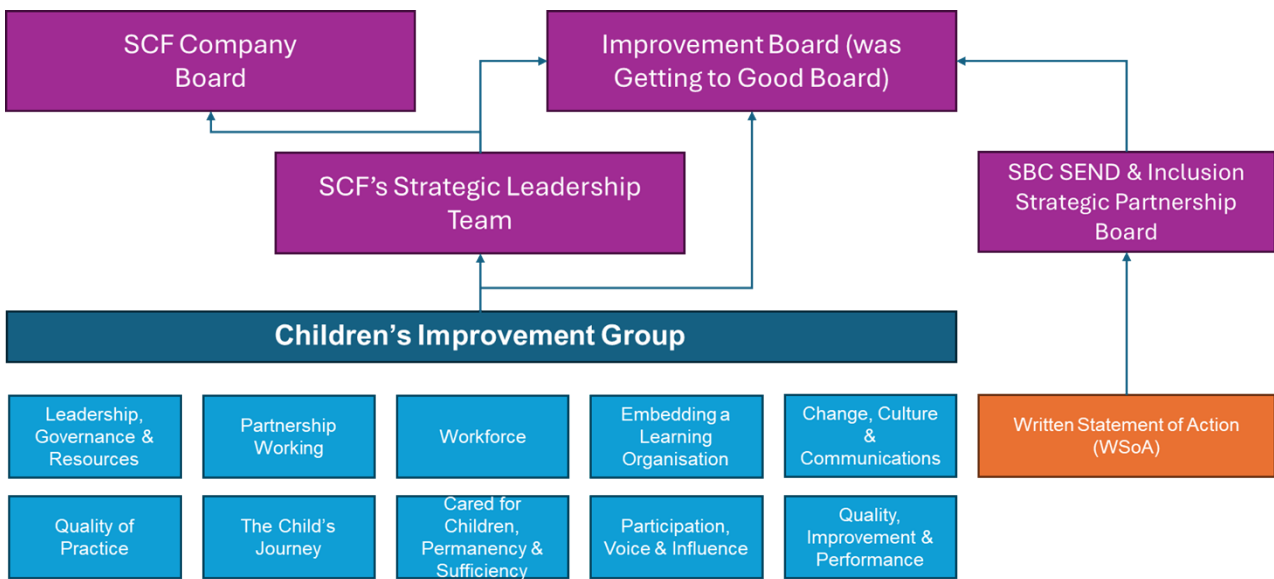
The Finance Board continues to meet monthly. Its scope includes reviewing audit reports on previous year’s accounts, updating the council’s Medium Term Financial Strategy, assuring in-year savings agreed in the 2024/25 Budget, and assessing progress against the Finance Improvement Action Plan.

*Transformation Pillar and Finance Pillar scope*



The children’s pillar of the Phase 2 Recovery Plan is separated into two parts: children’s services, and local area SEND partnership services. The former reports to the Children’s Improvement Board, and the latter reports to the Local Area SEND Strategic Board. Both of those Boards are attended by the DfE Commissioner.

### Children's Pillar scope



To enable council services to deliver the change required to deliver against the Best Value Duty, the council created a Recovery Programme Office, which reports to the Chief Executive as part of the Chief Executive's Office. The Recovery Programme Office has appointed Programme Management, Project Management, and Project Support specialists into a core team that will support services to deliver recovery until March 2026.

The Recovery Programme Office is implementing a consistent programme management methodology to enable officers to deliver change, and to enable members, commissioners, and residents to hold the council to account for change. Each recovery pillar has aims for the year ahead, a set of workstreams in scope, and a description of risks, mitigations, and interdependencies.

#### The Recovery Programme Office:

- Sits within Chief Executive's reporting lines, which also includes HR, Customer, Communications and ICT & Digital.
- Is located on 1<sup>st</sup> floor of Observatory House.
- Has a Recovery Programme Manager and Recovery Project Support Officer is assigned to each Pillar.
- Includes additional programme and project support are allocated on specific priorities within each Pillar. Some staff are in the core RPO Team and other staff are in service teams e.g. ICTD. This model is intentional to embed change throughout the organisation.
- Reports into the CEO through the CEO Office, which also includes Strategy, Insight, Service Performance, and Executive Assistant colleagues.