

Slough Borough Council

Report To:	Corporate Improvement Scrutiny Committee
Date:	24 September 2024
Subject:	A Target Operating Model (TOM) for Slough
Lead Member:	Cllr Smith
Chief Officer:	Sonia Khan,
Contact Officer:	Andrew Merit-Morling
Ward(s):	All
Exempt:	No

1. Summary

- 1.1 This report provides an update on the development of a Target Operating Model for Slough, leading up to a preferred option being put before Cabinet in November 2024.
- 1.2 It sets out the work to date, the broad approach to developing the TOM, its key features and the workstreams going forward, their timelines and dependencies as set out in Appendix A.
- 1.3 The report on the preferred TOM for Slough will go to Cabinet on 18 November 2024.

2. Recommendation/s

- 2.1 CISC members are invited to review and discuss the approach, principles and assumptions set out in Appendix A and to make such comments and recommendations as they consider appropriate.

Commissioners review

The organisation is now in the early stages of properly engaging with the complex problem of its future operating model. It has taken too long to reach this stage as a consequence of previous weak officer leadership, limited internal resources and some confusion between the budget setting process and the operating model activity. Successfully designing an effective model i.e. finding a way to run the council effectively within a very limited financial envelope is likely to require some external help. The implementation of such a model will also need significant investment. Strong, diligent and persistent political and managerial leadership will also be required.

3. Report

3.1 Introduction

A Target Operating Model (TOM) is being developed to help Slough Borough Council to consciously decide how it will operate in the future, within its future budget.

The work is being undertaken in the context of an incredibly challenging financial position with increasing future demand from residents. By proactively choosing the future shape and direction of the council, the aim is to avoid the gradual decline of services or increasing difficulty in meeting demands. As society changes all Councils must adapt and change to different pressures and demands. The pressure to change in Slough, is, however, far greater.

3.2 Background

From the summer of 2023, following the Commissioners' instruction to the council to develop a new operating model, a draft concept was prepared and, in the Spring of 2024, it was approved by CLT for work to proceed.

Over the Summer of 2024, an outline concept for the TOM was developed and tested with CLT as part of Phase 1. The conditions for success were also developed before beginning phase 2 of the work. This Phase is now underway where officers are starting to design the overall shape and direction of the Council, including an end-to-end review of service delivery right across the Council

3.3 Developing a TOM for Slough.

Appendix A sets out the work to date, the broad approach to developing the TOM, its key features and the workstreams going forward, their timelines and dependencies.

3.4 CISC members are invited to:

- Discuss with the Lead Member and relevant officers the work to date, and more importantly scrutinise the planned approach, the principles and any assumptions being made;
- Set out their comments, concerns, and suggestions so that they can be considered in the shaping of the report to Cabinet on 18 November 2024.
- Make any recommendations to Cabinet they consider appropriate.

4. Implications

Financial implications

- 4.1. There are no specific financial implications arising out of this report. However, it should be noted that the TOM is being developed in the context of a requirement to address a projected budget gap that grows to £31.945m by the end of the next Medium Term Financial Strategy period, financial year 2028/29. This is against a current budget of £162.203m.

Legal implications

- 4.2** There are no legal issues associated with this report as it is non-decision-making. This applies to other implications which will be dealt with in the final report to Cabinet due in November.

5.0 Appendices

Appendix A: Towards a future direction for Slough Borough Council.