			Milestone Sehind Program	Slough Borough Council															
			Complete Ongoing/Planned				December	January	February	March	FY 2025 / 2026 April	May	June	July	August	September	October	November	December
Workstream	Lead Officer	Best Value	Objective	Task	Start (w/c)	Finish (w/c)	49 50 51 52	1 2 3 4	5 6 7 8	9 10 11 12	13 14 15 16 1	7 18 19 20 21	22 23 24 25 26	27 28 29 30	31 32 33 34 35	36 37 38 39 40	41 42 43 44	45 46 47 48	49 50 51
		neauling																	_
Risk maturity	Director of	Continuous		An internal audit team that is adequately resourced		30-Jun-25								Ŷ					
Risk maturity	(Corporate)	Improvement	audit function that is planning and delivering audits that provide risk-based	Independence impairments and workarounds approved by the A&G	03-Feb-25	30-Jun-25								~					
Risk maturity	(Corporate)	Governance		Provided assurance to Audit & Governance Committee that it is	01-Apr-25	30-Jun-25	1							1					
,				operating in compliance with the revised Public Sector Internal Audit	1021141120								\Diamond						
			Internal Audit Standards.	Standards (yet to be published, mandatory wef April 2025)			_							J_					
Risk maturity				Appropriate risk-based audit planning mechanisms in place		30-Jun-25								\diamond					
Risk maturity				An improving track-record of delivering internal audit reports to Members that provide the assurance they are expecting	02-Dec-24	30-Jun-25			Y										
Risk maturity	Director of	Leadership	Review of the Authority's Corporate	Review risk management strategy	06-Jan-25	31-Jan-25		-	♦										
Risk maturity	Finance	Leadersinp		Create and embed formal risk management escalation process for		28-Feb-25	1			^									
,	(Corporate)		purpose.	directorate risks						<u> </u>									
Risk maturity				Horizon scanning workshops		31-Mar-25					\bigcirc			1		1			
Risk maturity	D:	0.11		Ongoing review of corporate and directorate risks on a quarterly basis				-	^	1		_		1		_			-
Culture Culture	Director of HR and Workforce	Culture	leadership culture that invites	CLT agree and sign off revised version of the PID Agree and recruit additional resources to support the Culture Change		31-Jan-25 28-Feb-25		-	<u> </u>										
Culture	Transformation		continuous feedback, learning, and	project	02-060-24	20-160-23				\bigvee									
Culture				Undertake assessment of the organisation to gauge maturity level,	01-Jan-25	31-Mar-25													
				using existing staff data and self-assessment with Recovery Leadership															
			trust with resident	Group			4												
Culture				Analyse findings to identify gaps and opportunities, review PID and	03-Mar-25	30-Apr-25						\bigcirc							
Culture	1			measures of success Draft a roadmap based on the findings from the maturity index work	03-Mar-25	30-Apr-25	1												
Culture				brait a roadinap based on the initiality from the maturity index work	03-IVIGI -2.3	30-Api-23													
Culture	1			Forward plan programme of events at Quarterly Leadership sessions	01-Jan-25	28-Feb-25	1			\Diamond		7							
				(To include external speakers)						*	_								
Workforce	Director of HR			A refreshed approach to appraisals, supported by full suite of guidance	14-Nov-24	31-Mar-25					>								
Workforce	and Workforce Transformation	Improvement	performance management and appraisals as integral to continuous	Achieved 80% of appraisals complete	02 Mar 20	30-Sep-25				Ι.							<u> </u>		
Workforce		Use of		Developed the final draft workforce strategy		28-Feb-25				\Diamond	^	1		1		1	ı l		
Workforce			strategy (People Strategy)	People strategy signed off by CLT and Transformation Board		31-Mar-25													
Workforce	Transformation			Commenced implementation of people strategy		30-Jun-25													
Workforce				Stock take on successes of various HR initiatives that have been	01-May-25	30-Jun-25													
				delivered from Jan-June 2025			4			_				~					
Customer	Director of	Continuous Improvement		Scope out and started a review how complaints is handled across all	01-Jan-25	28-Feb-25				>									
Service	Strategy Change and	Improvement	Council	council services including Slough Children's First Map as is complaints user journey and review complaints policy &	02 Fob 25	31-Mar-25	-					-							
Service	Resident			complaints handling system	U3=FEU=23	31*IVIdI*23													
Customer	Engagement			Map to be complaints user journey	01-Mar-25	30-Apr-25	1												
Service						·													
Customer				Review functions that manage complaints and councillor case work	01-Apr-25	31-May-25							>						
Service				within the Council including freedom of Information and subject access															
Customer	-			requests Review how member casework is handled across all council services	OF May 25	20 Jun 25	-					1		_					
Service				including Slough Children's First	US-IVIAY-2.	5 30-Jun-25								P					
Scrutiny &	Director of Law	Governance	Build a strong, self-sustaining culture of	Launch Portfolio Management Approach in Cabinet Office	01-Jan-25	13-Jun-25	1												
Governance	and		good governance amongst members																
Scrutiny &	Governance				01-Nov-24	13-Jun-25							\Diamond						
Governance	Service &		councillor leadership, and governance	plan	00 5 1 05	4444 25							· ·						
Scrutiny & Governance	Monitoring Officer		behaviours (across all councillor groups and roles).	Get new agreement to the member 'role profiles', launch and raise awareness	U3-Feb-25	14-Mar-25				○									
Scrutiny &	Onicer		and roles).	Upgrade the Mayoral programme, with clear links to corporate	06-May-24	4 20-Jun-25	1												
Governance				objectives and culture change objectives	OU-IVIDY-24	* 20-Juli-25													
Scrutiny &	Director of Law	Culture		Enhance role of LM&Ds in early engagement on issues, with cabient	04-Nov-24	13-Jun-25							\(\)			1			1
Governance	and		good governance amongst members	members briefed to lead on issues; define roles and expectations at									<u> </u>	1		1			1
Scrutiny &	Governance			Increase visibility of standards processes and outcomes in the council,	18-Dec-24	30-Jun-25								>		1			1
Governance	Service &			including performance against timescales	06 1 25	20 4 25													
Scrutiny & Governance	Monitoring Officer		behaviours	Schedule a review of member and officer codes.	ub-Jan-25	30-Apr-25						\triangleright							
Scrutiny &	Officer			Embed governance training in forthcoming new induction / leadership	18-May-2	5 04-Jul-25	1												
Governance				development programmes	20 1110, 22	04 301 23								\triangleright					
Scrutiny &	Director of Law	Cuture	Build a strong, self-sustaining culture of	Restructure of Democratic Services management arrangements to	21-Oct-24	31-Mar-25					~								
Governance	and			secure permanent leadership & management of the team															
Scrutiny &	Governance			Launch new phase of officer governance training efforts	10-Mar-25	30-May-25													
Governance	Service &		Officer governance behaviours	Do and the state of the state o	02 5-6 25	20 4 25	-												
Scrutiny & Governance	Monitoring Officer			Re-run scrutiny training for present cohort of senior leaders, with	U3-FED-25	30-Apr-25	1					\Diamond				1			1
Scrutiny &	Jointei			Review the suitability of the current cabinet and committee sign-off	03-Feb-25	10-Mar-25	1			>		—		1		1			1
Scrutiny &	Director of Law	Governance	Developing fit for purpose governance	Arrangements to be set up locally or jointly for scrutiny of health.		02-May-25						→ ∧		1		1			1
Governance	and	Governance	systems and processes	Arrangements to be set up locally or jointly for scrutifly of fleatth.	02-3ep-24	UZ-IVIAY-25						\bigcirc							
Scrutiny &	Governance			Upgrade the process for production of the AGS:	09-Sep-24	07-Mar-25				6		-				1			1
Governance	Service &			Conduct full Service Assurance Statement process to inform production		1						1		1		1			1
	Monitoring			of 2024/25 AGS		1													
	Officer	l		Review quality management approach to public reports	06-Jan-25	30-May-25										1			1
Scrutiny &	Occ.																		
Governance			B 5 H	DIVINE LLET CONTROL OF THE	00.0	24 1 27		-	г	T									
	Director of Digital, Data	Use of Resources	Digitally enabling the delivery of the Target Operating Model	Digitally Enabled Transformation (DET) Phase 0 team in place	02-Dec-24	31-Jan-25													

Digital, data				DET Phase 1 plan and business case	06-Jan-25	31-Mai
and				·		
technology				Commence Phase1	01 4 25	20 4
Digital, data and				Commence Phase1	01-Apr-25	зи-ар
technology Digital, data	Director of	Use of	Modernising Digital, Data and	Procurement of disaster recovery and back up as a service	31-Jan-25	30-Ap
Digital, data and	Digital, Data and Technology	Resources	Technology	Confirmation of delivery plan	02-Dec-24	28-Feb
technology Digital, data				Back up as a service provisional go live	01-May-25	30-Ma
Digital, data				Migration of aggresso to cloud	03-Mar-25	
Digital, data				Migration of liquid logic to cloud	01-Apr-25	
Digital, data				Public sector network security certification - Progress update report	02-Jun-25	30-Ju
Digital, data				Migration plan for OneDrive & SharePoint	03-Mar-25	30-Jui
Evidence	Director of	Continuous	Embedding a corporate and service	implemented new mechanisms for collection and assurance of	01-Jan-25	30-Jul
Evidence based decision making	Strategy Change and Resident		performance framework	implemented new mechanisms for collection and assurance or performance information and for service level commentary about performance	U1-Jan-25	зо-Ар
Evidence based	Engagement			Developed Lead Members role in corporate performance management framework	01-Apr-25	30-Ju
Evidence based decision				Refreshed the corporate performance framework for 2025/26	01-Apr-25	30-Jui
Evidence based decision	Director of Strategy Change and	Leadership	Corporate Delivery Plan and service planning for the 2025/26 financial year	Developed storyboards connecting each directorate to corporate plan, linking corporate performance KPIs	03-Feb-25	30-Ap
Evidence based decision	Resident Engagement			Developed an oversight of all strategies and of progress against outcomes. This will also highlight gaps and actions needed and where delivery plans are required. Published a review of progress against	03-Feb-25	30-Ap
Evidence based decision making				The Council will have re-introduced a Corporate Delivery Plan and full service planning aligned to the medium term financial strategy. The delivery plan and service plans will capture how key activities will deliver against equalities objectives.	03-Feb-25	30-Se
vidence	Director of	Leadership	Develop shared evidence base to	Developed a Joint Strategic Needs Assessment for Slough- a joint	03-Feb-25	30-Ju
based decision making	Strategy Change and Resident Engagement		support decision making	collaboration between Strategy and Public Health Developed one shared approach to using evidence landing page for evidence base		
Cross cutting	Director of Strategy	and Recovery	Put in place by end of Q3 24/25 a refreshed, resourced and well-planned	Review and reset all projects and programmes linked to the Improvement and Recovery Plan and strengthening of benefits of	01-Jan-25	28-Fe
Cross cutting	Change and Resident Engagement	Programme (overarching programme)	overall improvement and recovery programme.	programme and better articulation of inputs / resources Refresh RAG rating and Best Value Heat Map linked to reset of benefits and linking of resources	01-Jan-25	28-Fe
Cross cutting	0.0			Improved ownership of plan by Directors and Lead members evidenced by more distributed ownership	01-Jan-25	30-Ap
Cross cutting	Director of Strategy	Improvement and Recovery	Develop a plan that demonstrates how equality objectives are being proactively	Developed the role and voice of staff in workforce equality – by strengthening existing networks and encouraging new ones	01-Jan-25	28-Fe
Cross cutting	Change and Resident Engagement	Programme (overarching programme)	progressed.	Established a board involving senior officers and staff groups, to oversee actions being progressed on workforce equality and delivering Slough's equality objectives Forged a stronger link between improvement and recovery, the council's operating model and its culture to ensure equality is at the heart of the way we improve, change and transform.	01-Jan-25	28-Fe
	Director of	Continuous	Resident engagement insights used to	Develop community insight tool bringing together insight from surveys,	03-Feb-25	30-Se
ons & engagement	Strategy Change and Resident Engagement	improvement	inform decision making	engagement, consultation and resident feedback.		
Communicati ons & engagement	Director of Strategy Change and	Partnership and Community	Bring partners together to work on long term outcomes and place shaping.	to inform all partnerships and community engagement work	01-Jan-25	
Communicati ons & engagement	Resident Engagement	Engagement		Development of stakeholder database to enable co-ordinated resident/partner engagement,	01-Jan-25	31-M
Communicati ons &				development and	01-Jan-25	30-Ju
engagement Communicati ons &				put in place refreshed approach to partnership working State of Slough event	03-Feb-25	31-Jul



ommunicati ns & ngagement	Director of Strategy Change and	Service delivery	Engagement and collaboration with communities to identify and understand local needs and assets	Developed an overarching strategic communications plan	01-Jan-25	30-Apr-25	
ommunicati ns & ngagement	Resident Engagement			Developed a proactive and systematic resident engagement framework that guides the way we communicate and engage with residents, in a more segmented and sophisticated way			
ommunicati ns & ngagement				Developed a gateway to ensure greater consistency in consultation —with support and approval managed corporately	03-Feb-25		
ommunicati ns & ngagement				Commissioned a Residents Survey for March 2025 and also start work to engage and then consult residents on the medium term financial plan and operating model.	01-Jan-25	30-May-25	♦
ommunicati				Identified ways to maintain and build cohesion.	03-Feb-25	31-Jul-25	
orget perating odel	Director of Digital, Data and Technology	Target Operating Model	Improve data quality	Temporary engagement of a data architect to oversee setup of the new tools	01-Jan-25	30-Jun-25	♦
arget perating lodel		87		Acquisition of basic technology to enable the creation of shared data warehouse(s)	01-Jan-25	30-Jun-25	*
arget perating lodel				Establishment of a small central data team	01-Jan-25	30-Jun-25	♦
rget perating	Director of Strategy Operating Change and Resident Engagement	Operating	Develop a target operating model fully aligned to medium term financial plan	Developed cases for change for areas that have been mapped as end to end service reviews			♦
orget perating		Model	to be implemented in phases during 2025/26	Established programme governance and control, underpinned by programme management of all aspects of the Operating Model		31-Jan-25	<u> </u>
rget perating rget	Linguigement			Developed scope for front door, assessment and digitisation		28-Feb-25 31-Mar-25	♦
rget perating rategic	Director of	Use of	To standardise commissioning practice	Developed blue print for future operating model showing implementation over 25/26 Review new Procurement Act against current processes and draft PID		31-Mar-25	•
	Commissioning		/ through the adoption of 'How to do	for commissioning redesign Review commissioning, procurement and contract management	01-Jan-25		
ommissionin		delivery	to make savings	activity: From review of contracts registers (SCF and the Council), identify opportunities for consolidation, negotiation, termination etc	01-Jan-23	51-3411-25	
rategic ommissionin				Review of spot purchasing and individual purchasing to identify opportunities (top 20 spend) for consolidation, re-negotiation, re-procurement on an alternative	01-Jan-25	31-Jan-25	*
rategic mmissionin				Commence commissioning health check and review workstreams commissioning forward plans	03-Feb-25	28-Feb-25	→
nancial provement	Executive Director Finance &	Use of resources	Refresh finance improvement action plan	Highly developed project plan, identifying key milestones and incorporating all internal and external recommendations to discharge	04-Nov-24	31-Dec-24	
nancial nprovement	Commercial			Implemented internal controls on high risk areas, developed further financial procedures completed a baseline assessment of CIPFA FM code	06-Jan-25	30-Apr-25	→
nancial provement	Executive Director	e & Resources		Create action plan for updating the policies and procedures	09-Dec-24	30-Jun-25	
	Finance & Commercial			Perform gap analysis of internal policies and procedures		30-Jun-25	◇
nancial iprovement				Identify, prioritise and remedy non-compliant legislative requirements		30-Jun-25	→
nancial provement				Develop schedule of procedures and refresh dates		30-Jun-25	♦
provement procial	Executive	Use of	Compliance with the Prudential	Publish Internal Finance policies and procedures Treasury management mid-year review	06-Jan-25 10-Oct-24	28-Feb-25 03-Dec-24	
ianciai provement iancial	Director Finance &	Resources	Framework	Update the Treasury Manual	02-Dec-24		
nanciai iprovement nancial	Commercial Executive	Use of	Review key finance strategies and	Capital strategy and MRP policy approved by Full Council in February	02-Dec-24 03-Feb-25		
	Director Finance &	Resources	policies (Investment Strategy, Capital Strategy and Minimum Revenue	2025 Develop Anti-fraud and corruption culture strategy and action plan		31-Mar-25	
provement	Commercial		Provision (MRP) policy)	Develop Anti-Irada and corruption culture strategy and action plan	US=IVIdI =25	31-iviai-53	