**Appendix 1 - Review against Measures of Success**

This section provides commentary on progress made by the Council against the measures of success included in the full improvement and recovery plan.

**1. Slough Borough Council is committed to becoming a Best Value Council**

*Within the timeframe of this improvement and recovery plan, the Council expects to have made progress towards embedding its long-term vision, delivery of its corporate priorities and to be meeting its statutory obligations as well as sustaining continuous improvement and transformation and improvement. Priorities will set out how the Council meets the diverse and intersectional needs of Slough's community. This is all reflected in a corporate delivery plan, transformation plan and medium-term financial plan that is tied to service planning and delivery, creating a golden thread between strategic priorities and delivery.*

*The Council wants to have satisfied government that everything possible has been done to develop a sustainable operating model. This will identify, if needed, a credible case for further investment or for alternative options for the future of the Council.*

*Leaders, both political and officers, should be operating as confident leaders of place - and progressing delivery with partners across sectors and across the system, and working together to build prosperity. The leadership is starting to focus on tackling root causes to support prevention and early intervention and encouraging behaviour change.*

*The Council will have demonstrated a track record of sustained capacity and capability to continue to improve and become a best value council. Leadership is clear about journey and direction of travel, and capacity and capability required.*

*The Council leadership (Members and senior officers) will be confident engaging with the community and can engage with diverse communities in open and targeted ways to ensure good reach (eg young people, private renters).*

**How this will be measured:**

**This view is shared by senior officers, Members, and commissioners. It is validated by an LGA Peer Review and external auditors. It is reflected in inspections and will also be seen in:**

• An increase in residents who strongly agree or tend to agree that the Slough Borough Council provides value for money – baseline –21%, benchmark- 46%

• An increase in views that respondents understand the Council's vision and plans for the future, and how they contribute to them (staff, residents, partners, businesses) -Staff: 2024/25-70.57%

• Members views and staff views of senior officers and senior officers' views of Members are becoming more positive

• Key corporate performance indicators show a positive upward trend

• Views in residents survey – show a positive move upwards, including for specific groups including children and young people.

**Progress as of September 2025:**

*Following adoption of Improvement and Recovery Action Plan in March 2025, there has been a reset of  workstreams and establishment of a Programme Office led by the Head of Programmes and Change, to support pace and alignment. This is underpinned by a refresh of governance that oversees progress.*

*The Council has established a transformation team to lead on work to identify and deliver opportunities to transform the front door and services in adults, housing and children's.  A partner has been commissioned to develop the Target Operating Model, building on the design principles adopted in November 2024.  This will be incorporated into a comprehensive transformation plan in October 2025, aligned to the MTFS for 2025/26 onwards.  he Council has also completed accounts back to 2022/23 and submitted provisional outturns for 2023/24. This is reinforcing financial governance and credibility. Internal performance reporting has been aligned with corporate outcomes and the first stage of a quarterly reporting cycle has begun.*

*Key ways to more systematically communicating and engaging with residents have been established:*

*New e-newsletter (over 750 subscribers), a 'State of the Borough' event held in July with over 100 attendees, and a resident survey now live. This is helping inform a maturing communications and engagement approach, with consideration of inclusivity and targeted outreach to underrepresented communities.   This will be consolidated into a resident engagement framework to ensure a more consistent approach to consultation and engagement across the Council. Alongside this, a refreshed approach to community tensions and cohesion has also been developed with community partners, faith partners and Members.*

*T***2. The Council sets out and proactively progresses a clear vision and priorities for how it meets the diverse and intersectional needs of Slough's community.**

*This vision and priorities can be seen in the delivery of the corporate plan, transformation plan and medium-term financial plan and in service planning and delivery, creating a golden thread between strategic priorities and delivery. This is also reflected in partnership plans as leaders, both political and officers, are confident leaders of place.*

*The Council uses credible benchmarked data – business analytics, predictive data, insight and contextual data to improve services, performance manage, set priorities, target resources against need, and make decisions in short, medium- and long-term time frames.*

*Decision-making documents use credible Council data to support decision-making and this is evident in documents such as Cabinet reports and supporting documentation such as equality impact assessments. This helps create greater transparency in decision-making.*

*The corporate performance management framework is well understood and owned by senior officers and Members. It has embedded key measures of success for improvement and recovery and resident views of council and satisfaction and helps the Council be transparent about its approach to service improvement and performance management.*

*Members are well positioned to initiate drive and lead policy – whether as cabinet members, members of scrutiny or as backbench Members. There is an annual cycle of executive decision-making that is underpinned by statutory and regulatory framework and corporate priorities.*

**How this will be measured:**

That view is shared by senior officers, Members, commissioners and is validated by an LGA Peer Review and external auditors. It is reflected in inspections and benchmarked performance data shows good value for money and it is also seen in:
• Executive Decision-making Forward plan

• Members and Staff saying they understand the reason for decisions that the Council has had to take.

**Progress as of September 2025:**

Story boards have been developed for each directorate and full service plans under development to start to strengthen a golden thread between corporate plan, transformation and medium term financial plan. Each directorate is also working on alignment of strategic priorities, change and improvement plans and 2026/27 budget plans, so that there is a more dynamic link between corporate planning, transformation and medium-term financial planning.

There is work continuing to improve the alignment between the Council's vision and its delivery, enabled by clearer structures and data-led approaches. Service plans are being linked to strategic priorities and corporate KPIs, while benchmarking against CIPFA neighbours has commenced to ensure value for money. This supports a more transparent and evidence-based culture of decision-making.

The Corporate Performance Framework has been refreshed to further focus on

corporate priorities and the improvement and recovery priorities. The rollout of a quarterly performance reporting cycle is being developed, with a greater emphasis on service improvement and benchmarking. The quality and consistency of data remains a focus, particularly as systems like Microsoft Fabric and Power BI at proof-of-concept stage.

Decision-making is being supported with an integrated forward plan for decisions that informs corporate agendas and  executive decision making cycle. The Member Development Programme and LGA mentoring are an opportunity to embed good governance principles and expectations. Members are being supported to better understand the data that informs Council strategy and it is important they have the opportunity to actively engage with service redesign priorities through the TOM and transformation case development.

Communication efforts are developing to give opportunities for making Council priorities and planning accessible, with residents more regularly updated via newsletters and the State of the Borough event providing a visible, inclusive platform for shared discussion and feedback.

The Council is building the capabilities needed to embed insight, accountability, and community voice across its activity, but is at a very early stage.


**3. The Council has made progress towards building an inclusive high performance and resident focused leadership culture that invites continuous feedback, learning, and improvement.**

*This has been successfully integrated into the heart of the Council's operating model. There is more evidence of a learning culture and of staff at all levels being inspired to do their best to continuously improve, in a more agile and adaptive way, maximising their impact, even with reduced resource. Members behaviour is constructive and focused on becoming a best value Council and on the long-term vision.*

**How this will be measured:**

• Staff work to objectives which link to the corporate performance framework and service plans, and this is reviewed periodically and annually in appraisals.

• Leadership is stable, staff retention is good and vacancies are filled in reasonable timescales, and there is a strategy for hard to fill roles.

• Through the delivery of a workforce strategy that focuses on organisational health and creates a stable and resilient workforce.

• Residents are starting to find it easier to navigate Council systems – with fewer and more consistent points of access, and those able to use digital and self-serve having options to do so, freeing up more time for those who need focused attention

• More evidence of getting things right first time

• % increase in Members and in senior managers' views that there is a healthy culture and good ways of working overall between members and officers (Current Members survey: 2023/24 -38% 2024/25 - 40%)

**Progress as of September 2025:**

The Workforce Strategy, launched in May 2025, sets out a strong foundation with four People Priorities that address core staff needs: basic tools, empowered leadership, a healthy environment, and transformational culture.

The Our People Poll, launched with a new provider, achieved an improved response rate and has informed targeted interventions around staff recognition, leadership development and inclusivity. These include a refreshed line management training programme, a growing apprenticeship offer, and career pathways underpinned by new behavioural expectations.

This is underpinned by  the use of HR management information (MI) dashboards that are being produced for each ED area and reported through to CLT and the Council's Employment Committee.

Vacancy filling and staff retention are being addressed through a focus on hard-to-fill roles, including partnerships with the LGA graduate scheme and universities. This, along with the behavioural recruitment framework in development, aims to improve stability and reinforce a learning culture across the organisation.  Employee turnover is now in line with the wider public sector average of 7.51% (voluntary).

There is a strong signal/evidence that the organisation is responding to HR support in the areas of Learning and Development – for example  there has been 60% engagement with the relaunched line management training)

Completion of end of year reviews (appraisals) has been a key focus. In 2023 only 17% of end of year reviews were complete and this has increased from 70% in 2024 to 90% in 2025. There has also been an improvement in the turnaround of HR casework and a reduction in employment tribunals.

Digital transformation is a key enabler, with improvements in resilience, collaboration tools, and digital self-service. Proof-of-concept projects are underway to improve access and reduce effort for both staff and residents – including AI pilots and migration to Microsoft 365 tools. The review of the front door and customer services has been completed, including analysis of 500+ calls; this is informing a redesign to

improve customer experience. Alongside this complaint handling is being reviewed and improved across the organisation to ensure that the Council is able to learn from feedback and continuously improve.

The emphasis remains on embedding this cultural shift sustainably and in ways that improve the resident experience and staff engagement.